

# *The* NATIONAL UNDERWRITER

*Life Insurance Edition*

## Greetings

*to the*

NATIONAL ASSOCIATION  
OF LIFE UNDERWRITERS

— • —

EARL H. WELTZ & COMPANY

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... Consult Us on Your Problem Cases*

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*Telephone RIttenhouse 6-7141*

2<sup>nd</sup> CONVENTION DAILY

Thursday, September 19, 1957



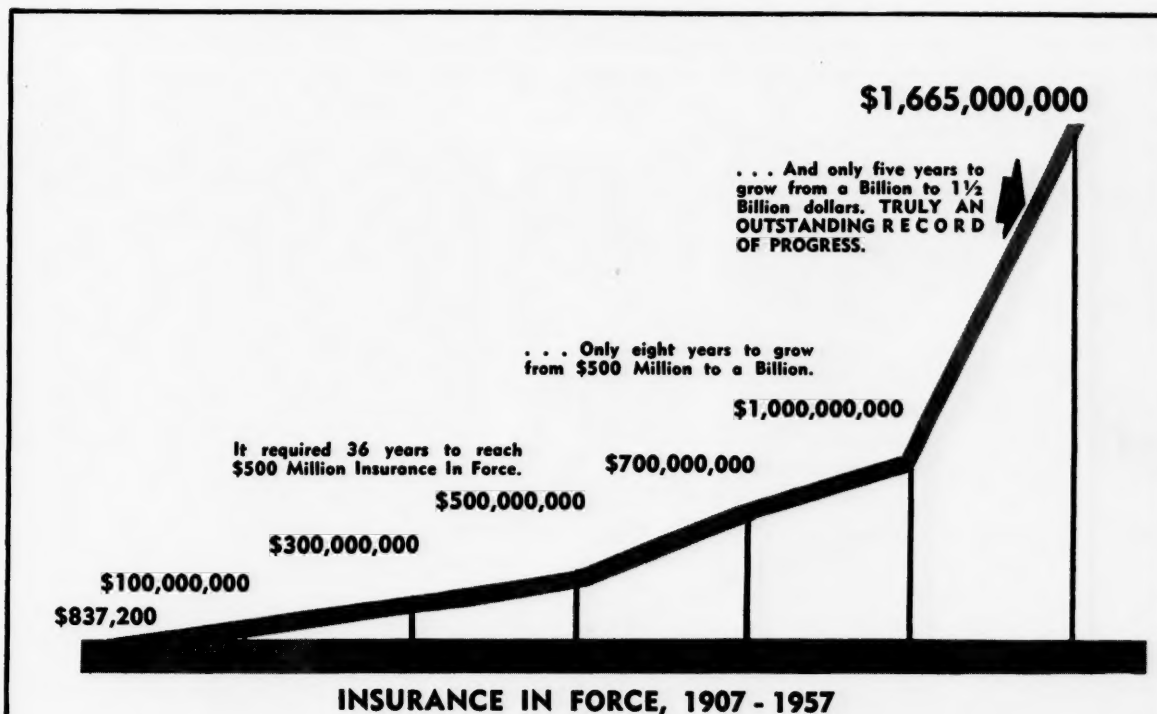
## DOORWAY TO SECURITY

THE  
WESTERN  
AND  
SOUTHERN  
LIFE INSURANCE CO.

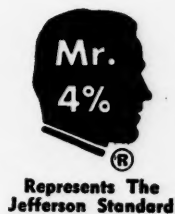
The Doorway to Security  
is a way of life  
to all career minded  
Western and Southern members

**THE WESTERN AND SOUTHERN  
LIFE INSURANCE COMPANY**

*A Mutual Company Cincinnati, Ohio*

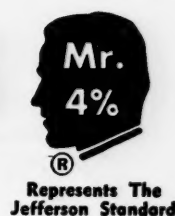


With  
**A Fifty Year Record  
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*Jefferson Standard Proudly Starts Its  
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Home Office: Greensboro, N.C.





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complete selection of policies - to meet  
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W. B. STANNARD, VICE PRESIDENT

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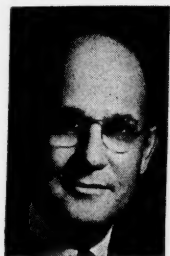


# Agents Forum Plays To Packed House

## MDRT Qualifiers Sell Like Others But To More People

**Chairman Goldman Tells NALU Basic Techniques Account For Most Sales**

Many people get the erroneous impression that million dollar producers have unique ideas or procedures in selling that are different, "but I can assure you that the vast majority of our members sell life insurance on the same sound fundamental principles on which all successful underwriters sell," said Chairman Howard D. Goldman of the Million Dollar Round Table in his talk as moderator at the Million Dollar Round Table of Life Underwriters convention at Detroit.



H. O. Goldman

Mr. Goldman, who is Virginia general agent of Northwestern Mutual Life, told his audience that perhaps they would be surprised to learn that most of the aggregate production of the round table comes from selling on the basis of package sales and programming—but sales are made to a larger number of individuals, the average number of paid lives of round table members being between 75 and 100 a year.

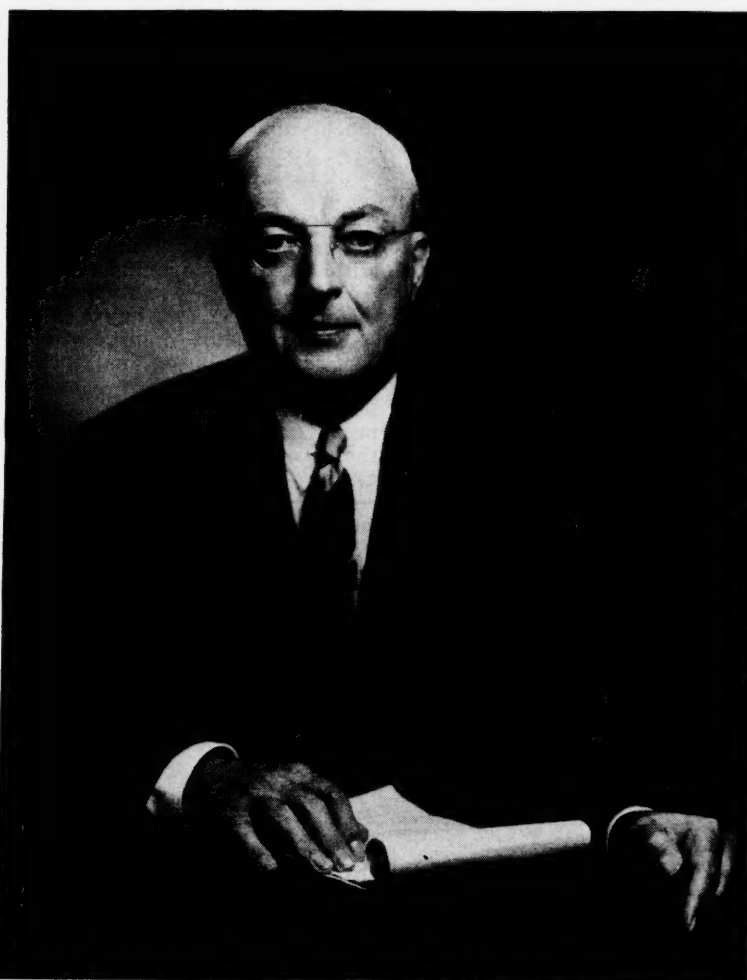
### Believe In Social Good

"All of our members, however," said Mr. Goldman, "sell on the firm conviction of the great social good of life insurance in action and its ability to solve most of the economic problems of individuals and families. 'Many people,' said Mr. Goldman, 'ask just where and how a Million Dollar Round Table member gets his business.'

"Some seem to think that a large percentage of our members' business comes from pension plans and advanced underwriting techniques," he continued. "Certainly we have some of the most nimble minds in the industry among our members and huge volumes of business insurance are written through the employment of these advanced procedures, yet it represents only a small fraction of the composite.

"We have not conducted a survey for several years but we have every reason to believe from a close examination of qualifying papers and correspondence that

(CONTINUED ON PAGE 43)



ALBERT C. ADAMS

## Once Called 'Poor' Talker, Adams Now Voice Of NALU

"You've never made good because you can't talk," a young Baltimore clerk was told by his general agent back in 1921. "So I let him hear me talk. Told him I was quitting. He made me an agent," said Albert C. Adams, former clerk and newly-elected president of an organization of 70,000 people who earn comfortable livings by persuasive talking.

### Still No Loud Mouth

Today the 1957-58 president of National Assn. of Life Underwriters is still no loud-mouth, but when he does talk, people listen. As NALU president, Mr. Adams speaks for the biggest and oldest organization of its kind in the world. He is a notable success in his industry, heading a John Hancock agency in Philadelphia that has \$130 millions of insurance on the books protecting 20,000 lives, not to mention that he is one of the nation's recognized authorities

on social security, having fathered NALU's policy of restricting expansion of that program to prevent its becoming actuarially unsound.

### Born In Baltimore

Born Albert Carey Adams in 1897, at Baltimore, he was the son of a coal wholesaler and mine operator. After public school in Baltimore, he went off to University of Pennsylvania where one of his instructors was Dr. S. S. Huebner, a name venerated in insurance circles.

When World War I raged, young Adams volunteered and rose to second lieutenant in the field artillery. But before he could do much soldiering, Kaiser Bill gave up and he spent his last Army days as a training officer at Camp Taylor, Ky.

Returning to University of Pennsylvania, he resumed studies

(CONTINUED ON PAGE 39)

## Turnout Of Nearly 1,000 Testifies To Interest In Topics

**Paucity Of Fire-Breathing Questions A Tribute To Speakers' Complete Candor**

By ROBERT B. MITCHELL

An audience of nearly 1,000 packed two ballrooms for the agents forum put on by the agents committee of NALU during the annual meeting in Detroit, in spite of earlier predictions that it wouldn't be possible to get much of a turnout for an evening session.

As was expected, the forum was one of the top events of the convention. There was not as many loaded questions as might have been expected at this type of gathering, which has become a place for gloves-off handling of controversial subjects. The comparative lack of such questions was evident due to the forthrightness of the speakers in stating their views on the hot topics of the day, like jumbo group and the family policy.

### Agency Forum Speakers

The speakers were Dudley Dowell, executive vice-president New York Life; Ralph G. Engelsman, co-editor of "Probe," sales consultant, and former general agent of Penn Mutual Life at New York; William J. Hamrick, agency vice-president of Gulf Life, and Holgar J. Johnson, president of Institute of Life Insurance. Their talks are reported in this issue or Wednesday's NALU convention daily published by **The National Underwriter**.

Robert W. Osler, vice-president of the Rough Notes Co., and editor of the "Insurance Salesman," was moderator. John V. Coe, Massachusetts Mutual, Wichita, presided, as chairman of the agents committee.

Here were some questions asked that were strictly facetious—like whether the rumored extension of the family policy to include mothers-in-law might not bring it under the district attorneys jurisdiction as a temptation to homicide. But in general, the serious and frank approach of the speakers seemed to include a similar attitude on the part of the questioners.

One agent wanted to know if the agents of 1965 would be selling mutual funds and/or variable annuities along with life insurance. Mr. Engelsman opined that they'd probably be allowed to but they

(CONTINUED ON PAGE 42)

# Life Insurance And Corporate Dollar Work Together Like Magic: Copeland

Many corporate prospects do not realize that when life insurance is put to work with the corporate dollar, the results are like magic, according to Harry C. Copeland Jr., general agent of Massachusetts Mutual at Syracuse, who spoke at Thursday morning's Million Dollar Round Table hour. He used a fictional corporate presentation to illustrate his talk. An abridged version of Mr. Copeland's talk, "Like Magic—Deferred Compensation Plan," follows.



H. C. Copeland Jr.

By HARRY C. COPELAND Jr.

Since we're all in the life insurance business—gaining our livelihood from the sale of life insurance—we are only concerned here with insured executive pay plans. We all know that a corporation can install deferred compensation plans for its executives which satisfy all the management and legal aspects, but which are void of any life insurance. So where is the life insurance sale and how do we make it?

When a corporation has installed or is considering installing a deferred compensation plan without life insurance funding, I see no reason for its management to be satisfied. Our job is to make them dissatisfied, because we

know a much better and, incidentally, cheaper way to do the job.

Many of our corporate prospects just don't realize that when you put life insurance with the corporate dollar the results are almost unbelievable. They're magic. Well, they aren't magic—they're like magic!

It's our mission to prove to the corporate executive the magical arithmetic of key man insurance!

We have to prove to him that the corporation can buy a \$100,000 contract, and if his death occurs anytime during his working lifetime, the insurance company will refund his corporation's total premium investment. In addition, the insurance company will increase his corporation's surplus

account with an amount of money equal to the profit on \$2.5 million of additional gross sales!

And sure, he'll ask if the premiums are deductible. And when he does—he has given us the entree into our best sales point!

Now we all know that an executive can make arrangements (or agreements, if you will) with the corporation to have his widow receive \$10,000 per year for 10 years, a total of \$100,000. Under an insured plan, this can be done without cost to the executive—and at a profit to the corporation! Certainly that's magic—and, incidentally, not bad management!

The executive must be shown that, through corporate owned life insurance, the corporation can give him deferred compensation at retirement—and give it to him at less cost to the corporation than any other method—including a qualified pension trust.

## Can Use For Disability

The executive buyers of this country must see that a \$100,000 contract, in addition to providing a pension benefit at the lowest possible cost, can be arranged to provide a disability income of \$10,000 per year to our key man, plus—and a big plus it is—an increase in the corporation's gross earnings of \$6,000 per year each and every year he is disabled!

These are accurate facts and our problem now is to transfer our belief in them to our buyers! How do we do it? (Here, Mr. Copeland uses a fictional presentation to illustrate his talk.)

You see on the first page we just attempt to say a few things about the tax advantages of corporate owned life insurance. As we go down these items, we hit hard at the provision for funds for salary continuation and retirement income and disability income. Then we get really enthusiastic and state: All of these advantages can be obtained so that the corporation will recover all premiums paid and still realize a tax-free profit from the insurance proceeds after salary payments to the widow for 10 years or deferred compensation payments to the key man at retirement for 10 years.

## Insurance On Books

On page 2, we take a look at corporate life insurance on the books of the corporation and, as you can see, we are now getting into the magic which happens when you hook up life insurance with the corporate dollar.

Under our plan, Mr. Executive, the corporation's reduction in surplus is never greater than \$3,500 and, of course, at the end of 20 years the corporation has an increase in its surplus of \$1,100.

Then we show the tax-free gain which occurs in the event of death of the key man—after return to the corporation of its investment—then we relate this gain in surplus to the gross sales required to result in the same addition to surplus.

(CONTINUED ON PAGE 37)

## This We Believe

- THE NATIONAL QUALITY AWARD PROMOTES BETTER SELLING. A bonus of \$1.50 a thousand is paid each year to qualifiers of our field force.
- THE LIFE UNDERWRITERS TRAINING COURSE IS TOPS. We pay one-half the cost for our field men who enroll for the course.
- C. L. U. TRAINING SHOULD BE ACTIVELY PROMOTED. We pay a liberal bonus for each examination passed plus an extra bonus on the final examination—total \$550.00. For more Information,

Write: G. FRANK CLEMENT, C. L. U.  
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—Including Noncan, Commercial,  
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**Income Disability**

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**Impaired-Risk Service**

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**Wide Age Range**

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**Supplemental Term Riders**

**Pension Plans**

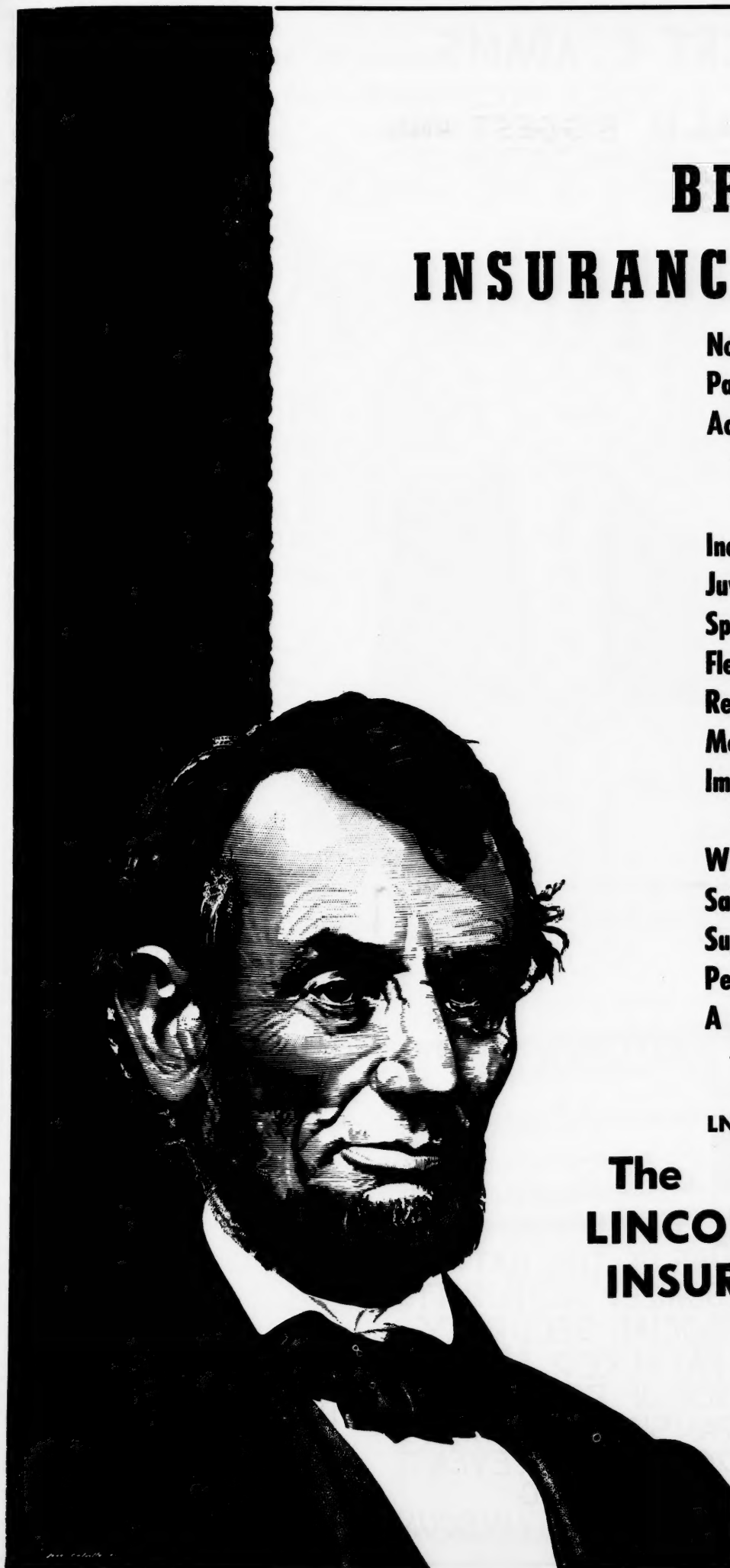
**A full line of Group Coverage**

—Including Comprehensive Major  
Medical

**LNL Is Geared To Help Its Field Men**

## The LINCOLN NATIONAL LIFE INSURANCE COMPANY

**Fort Wayne, Indiana**





# ALBERT C. ADAMS.....

NEWLY ELECTED PRESIDENT  
OF **NALU**, BIGGEST AND  
OLDEST ORGANIZATION OF  
LIFE AGENTS IN THE WORLD.



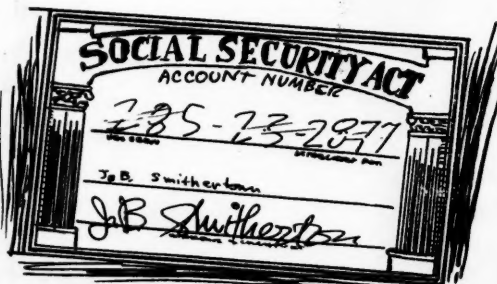
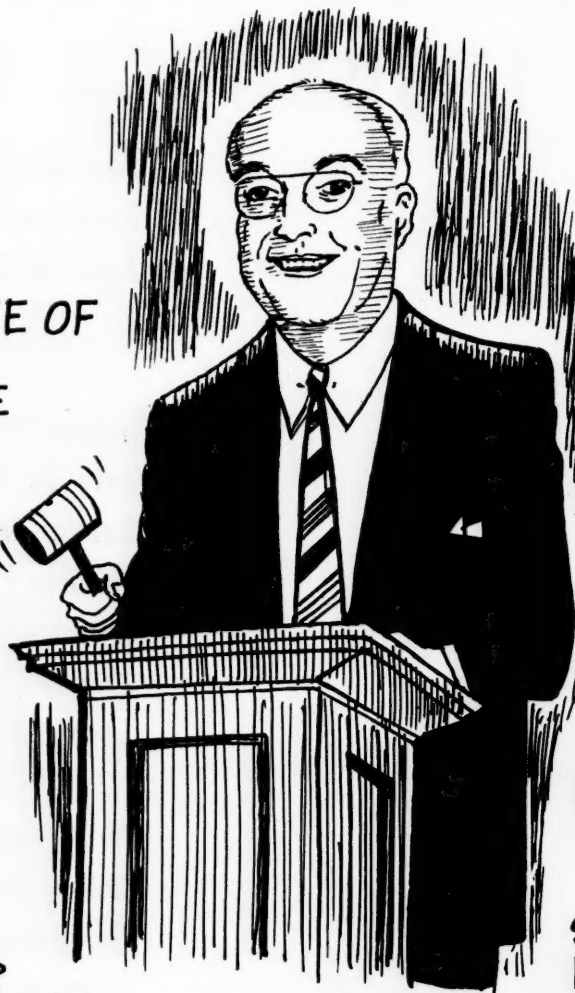
RECEIVED THE DEGREE OF  
BACHELOR OF SCIENCE  
IN ECONOMICS AT THE  
UNIVERSITY OF  
PENNSYLVANIA.



IN 1939 HE ORGANIZED  
A PHILADELPHIA AGENCY  
FOR JOHN HANCOCK AFTER  
SERVING AS CONNECTICUT  
GENERAL AGENT FOR  
TEN YEARS.



HIS AGENCY HAS  
\$130 MILLION OF  
INSURANCE ON THE  
BOOKS PROTECTING  
20,000 LIVES.



ONE OF THE NATION'S  
RECOGNIZED AUTHORITIES  
ON SOCIAL SECURITY—  
HE FATHERED **NALU**'S  
POLICY OF RESTRICTING  
EXPANSION OF THAT  
PROGRAM TO PREVENT  
ITS BECOMING  
ACTUARIALLY UNSOUND.



HIS PHILOSOPHY ON  
INSURANCE IS.....  
"IF A TRANSACTION  
IS NOT GOOD FOR  
THE CLIENT, IT'S  
NOT GOOD FOR ME".



VOLUNTEERED HIS  
SERVICES TO THE DEFENSE  
BOND DRIVE DURING  
WORLD WAR II. WAS  
MADE CHAIRMAN OF  
THE CENTRAL PHILA-  
DELPHIA CAMPAIGN.



LOVES  
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STAMATY

## AGENTS FORUM PANEL

## Era Of Multi-Line Sales Could Mean Fewer Agents Making More Money

Ralph Engelsman, former general agent of Penn Mutual at New York and now a life insurance management consultant and co-editor of Probe, outlined a couple "big ifs" involved in the multi-line sales trend of all insurance "under one hat." He presented his views at the NALU meeting at Detroit during a panel discussion at the agents forum which interpreted present trends.



Ralph Engelsman

Just a few years back, Dr. S. S. Huebner prophesied that in the not too distant future a man's over-all insurance needs, not only life but his fire, casualty, and all other risk problems, would be serviced under one hat, as it were, by one underwriter, or by a small group of underwriters well qualified to advise on these multiple lines of protection, all operating together under one roof.

## Many Scoff At Idea

Many of us, including myself, pooh-poohed the idea, but it seems now that the good doctor was right on the button. Make no mistake about it, both multiple-line selling and multiple-line companies are not slowly but rapidly becoming part and parcel of our business. And as a result, whole new concepts could conceivably affect the agent, our product, and the system of present operations.

Within the past six months, more than a dozen substantial casualty companies have entered the life insurance field. Many others have declared their intentions to do so. One reason for their move is that in the last few years their losses in automobile and other casualty risks have been heavy and they probably think there can be a balancing off by profitable life operations.

Another reason is that these companies feel that with a highly competent company staff of experienced life insurance men and an attractive product, they can do business with a substantial number of their brokerage outlets at substantially lower costs than even the big life companies.

And it is entirely possible that they can do this if they are able to get their brokers to become enthusiastic about life insurance. For in this way, the new casualty-life company can start business not only with ready-made sales staff, but with a sales staff who have ready-made customers.

Why bother about spending millions in developing an agency system where you have to recruit, fi-

nance, house, supervise, and lose manpower at fantastic costs, when it is already there, ready for the picking? That is, of course, if you can train and excite already-experienced casualty men by having at

their disposal a highly skilled and mobile home office servicing force.

They believe too, and perhaps properly so, that they have an "in" into the group, business insurance, salary allotment, and pension fields.

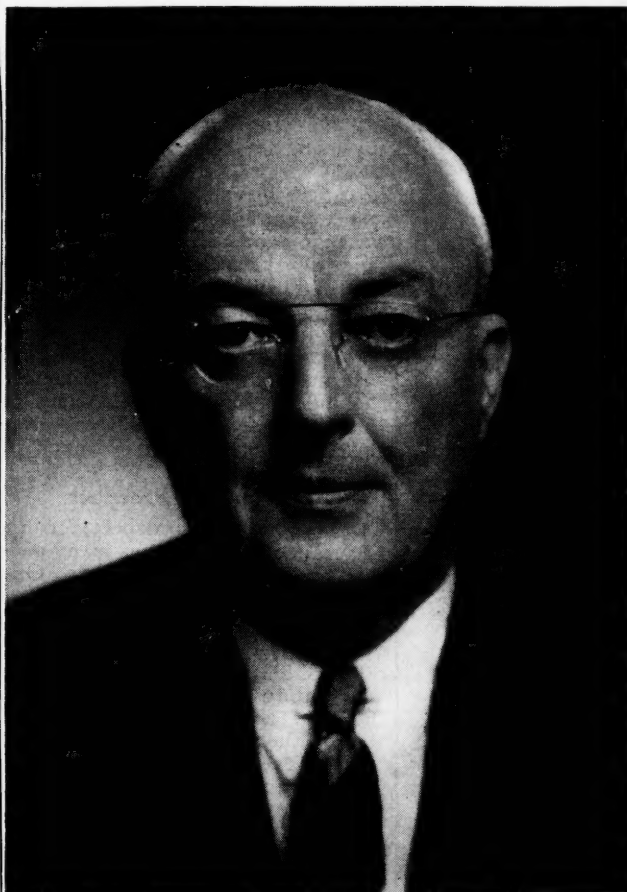
And they further believe, that in this age of continuing change, they can come up (probably because they have no preconceived experience) with new products, new

ideas (many in the package field). Now, all of this is pretty straight thinking, and no one in his right mind should brush it aside. But there are a couple of big "ifs" involved:

—If these casualty companies can harness independent brokers into cohesive units on whom they can rely.

—If they haven't started something that will undoubtedly back-

(CONTINUED ON PAGE 38)



**We  
salute  
a career  
man...**

We are proud of the election of ALBERT C. ADAMS to the office of President of the National Association of Life Underwriters.

In his tireless efforts on behalf of NALU he has matched the zeal which always has characterized his career with the John Hancock.

His selection to the position of leadership is a tribute to all career life underwriters.

*John Hancock*  
MUTUAL LIFE INSURANCE COMPANY  
BOSTON, MASSACHUSETTS





Leading a Chicago contingent at the NALU meeting in Detroit are Mr. and Mrs. Gerhard C. Krueger. Mr. Krueger is president of the Chicago association.



You get **Full Vesting** of renewals with **Lafayette Life**

in a general agency contract that provides:

*Top commissions... lifetime renewals... no collection penalties (death, retirement, or termination)... and a generous pension plan. You'll be happy... and stay happy... with Lafayette's sound, fair, easy-to-understand contract; with Lafayette's active, friendly support through modern sales tools, progressive merchandising methods, interim financing, and a liberal, realistic compensation plan. Get the benefits of a "no penalties" contract. Join Lafayette now. Write in confidence to M. V. Goken, Director of Agencies...*

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**LIFE INSURANCE COMPANY**

**LAFAYETTE, INDIANA**

*Inquiries invited from Indiana, Ohio, Illinois, Michigan, Iowa, Nebraska, Missouri, Pennsylvania, Wisconsin, Kentucky, Virginia, Texas, Tennessee, Colorado, Wyoming, New Jersey, Florida, West Virginia, Maryland, District of Columbia, Minnesota and adjacent states.*



## Life Agents Have World's Toughest, Best Job: Palo

Umberto A. Palo, Prudential's multi-million dollar producer from New Brunswick, N. J., described himself to the Thursday morning general convention session as "just an ordinary guy" without a CLU designation and lacking the great technical knowledge of a tax consultant or estate planner.

Mr. Palo said he is a salesman who is particularly proud to be a salesman of life insurance, the greatest product ever conceived by man.

Life insurance salesmen have the greatest job in the world, but also the toughest because they sell the intangible. The sale of life insurance is the greatest job because the harder the salesman works, the more good he does; and the more good he does, the more he earns.

Mr. Palo said his wife, son and parents are the motivating factors behind his success. The wives of insurance men pay the real price by their sacrifices of so much of their husbands' time.

### Everyone A Prospect

Everyone is a prospect for life insurance. Mr. Palo sees many people and talks to everybody. One of the greatest sources of prospects is a satisfied client. An insurance salesman's family and friends are among his best prospects, too.

Pointing to the law of averages, he said that after a number of "no's," there will be a "yes." Agents must have the courage to go on asking people to buy because sales are made only by those who seek them.

In an interview, the agent should have control. He must first make the prospect believe that the sale means more to the prospect than it does to him. An agent should always speak of death in a definite manner saying, "when you die," not "if you die." Mr. Palo does not sell policies, he sells benefits. Agents should avoid technical insurance language in an interview he said.

### Protection Primary Aim

Since Mr. Palo feels that the primary function of life insurance is to protect widows and orphans, he will not accept "no" for an answer in an interview, where children are involved. Prospects should be given a chance to talk, so the agent knows what his prospect's feelings are. Always aim high, because a program can be adjusted to a lower figure. But it is up to the prospect to make this move to cut down.

Mr. Palo recommended the one interview sale. If too long a time elapses between interviews, the prospect's thinking may be disturbed by someone who has no concept of the value of life insurance. Mr. Palo "closes" all through the interview, whenever there is an opportunity. The prospect should be asked to buy as many times as he says "no" and then once more.

He recalled that he had made one sale after asking the prospect to buy 39 different times during a 6-hour interview. Thirty-eight times the answer was "no," but the 39th time it was "yes."

Objections are a necessary part of a successful interview, Mr. Palo said. He showed how he handles various types of objections. For instance, to the man who says he wants to think it over, Mr. Palo will say, "Go ahead and think about it. I'll wait right here till you've made your decision."

### New York Life Executives Attend Convention, Dinner

Hosts at the New York Life dinner Thursday night in Statler hotel include President Clarence J. Myers; Dudley Dowell, executive vice-president; Raymond C. Johnson, vice-president in charge of agency affairs, and Paul A. Norton, vice-president.

Also, F. Michler Bishop, field secretary; Howard H. Conley, assistant vice-president; William Naylor, administrative assistant; John Poinier, director of brokerage sales; Mrs. Amelia E. Reichert, agency secretary; Ervin C. Jones, 2nd vice-president, and Robert O. Bonnell Jr., sales supervisor.

### Life of Virginia Dinner

Life of Virginia's hosts at its Thursday night dinner in Carl's Chop house are George F. Albright, assistant to the president; Albert M. Orgain, 2nd vice-president; Paul J. Williamson, assistant vice-president; A. E. Crowe, assistant secretary, and Robert J. Malcolm, regional director of agencies.

### Sun Life of Canada Hosts

Sun Life of Canada's dinner Thursday night at Sheraton-Cadillac hotel has as hosts M. D. Loucks and K. H. Deane, superintendents of agencies in the eastern and western U. S. divisions, respectively; W. R. Walters, superintendent of sales promotion and training; W. W. McAlpine, supervisor of training; R. G. McKercher, associate director of agencies, and A. M. Campbell, executive vice-president.

### For United Benefit Life

Attending the convention as representatives of United Benefit Life's home office are D. E. Laughlin, senior associate of the life training department, and E. R. Christofferson, regional supervisor of the Great Lakes division.

### Crown Life Representative

I. M. Gilbert, agency vice-president of Crown Life, is representing the home office at the convention.

# WELCOME to the N. A. L. U. MEETING from DETROIT!

The Motor City Life General Agents and Managers listed below are happy to extend their warmest WELCOME to the members of the NATIONAL ASSOCIATION of LIFE UNDERWRITERS on the occasion of their 68th annual convention.



## THE MANUFACTURERS LIFE INSURANCE COMPANY

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L. W. SCHLEH, Exec. Vice President  
JOHN E. JONES, Secretary & Agency Director  
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## F. E. McMAHON

*General Agent*

AETNA LIFE INSURANCE COMPANY  
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9th Floor Guardian Building      Detroit 26, Mich.

## FRANK W. HOWLAND, C.L.U.

*General Agent*

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Serving Detroit since 1855

We invite your brokerage and surplus business. Liberal retention limits for Standard and Sub-standard cases.

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NEW ENGLAND MUTUAL IN DETROIT

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*John Hancock*  
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## WILLIAM H. KLINGBEIL

*Manager*

THE PRUDENTIAL INSURANCE COMPANY OF AMERICA

*Detroit Agency*

Suite 1421 National Bank Bldg.  
Detroit 26, Mich.      Tel: WOODWARD 3-3100  
Wayne McCarthy, Brokerage Manager

## ROLAND D. BENSCOTER

*General Agent for Michigan*

PROVIDENT MUTUAL LIFE INSURANCE COMPANY

18943 James Couzens Highway      Detroit 35, Mich.  
Telephone: UNIVERSITY 4-0320

THE MUTUAL BENEFIT LIFE INSURANCE COMPANY  
OF NEWARK, NEW JERSEY

## CHARLES CARROLL OTTO

*General Agent*

28 W. Adams      Detroit 26  
Telephone: WOODWARD 3-6306

## CHARLES E. STUMB

*General Agent*

THE CONNECTICUT MUTUAL LIFE INSURANCE COMPANY

Suite 1521 National Bank Building, Detroit  
WOODWARD 1-0922

## ARTHUR P. JOHNSON

*Agency Manager*

THE GREAT WEST LIFE ASSURANCE COMPANY

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Ordinary Cases a Breeze  
... Difficult Cases a Specialty  
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*Detroit Branch Office*

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HERBERT A. CARR, MANAGER

## ROBERT S. GAY

*Manager*

THE PRUDENTIAL INSURANCE COMPANY OF AMERICA

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1514 N. Woodward, Royal Oak, Mich.  
20879 Mack, Grosse Point, Mich.  
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## BILL A. SCHAUER

*General Agent*

THE PENN MUTUAL LIFE INSURANCE COMPANY

220 West Congress Street      Detroit 26, Michigan  
WOODWARD 2-7100

## RAY H. WERTZ

*General Agent*

LINCOLN NATIONAL LIFE INSURANCE COMPANY

2840 Guardian Building      Tel: WO 1-9131





Among those who participated in the Women's Quarter Million Dollar Round Table program at the NALU meeting in Detroit this week are, left to right, Arleene Owen, American United Life, Kennett, Mo.; Margaret A. Vogelsang, Connecticut Mutual, Manitowoc, Wis., new chairman of WQMDRT, and Valerie Kasurak, Excelsior of Canada, Windsor, Ont.

## THE PILOT PAYS THE RENT



Pilot Life—the company with the *big plus*—pays the rent when the tenant cannot.

Now the company that pioneered so many new concepts in insurance stands in the foreground again with Mortgage-Rent Payment insurance.

Pilot Life's Accident & Health Department now gives financial protection to people paying mortgage and rent money. It is no longer necessary for a home owner to lose his home or "get behind in the rent" because sickness or accident suspends his income.

And now a home owner can have *double* Pilot protection. If income ends because of his death, Pilot Life pays off the mortgage with Mortgage Redemption insurance. If income is suspended because of sickness or accident, then Mortgage-Rent Payment insurance makes the payments.



*Pilot Life Insurance Company*

PILOT TO PROTECTION FOR OVER FIFTY YEARS

O. F. STAFFORD, PRESIDENT

GREENSBORO, NORTH CAROLINA

## Says Agent Should Make Choice: Specialist Or General Practitioner

The first thing an agent ought to do, if he is interested in personal development, is to decide whether he will be a specialist or a general practitioner, said William J. Hamrick, agency vice-president of Gulf Life, in his talk at the agents' forum, in which he was a panelist.



W. J. Hamrick

After making this decision, the agent should then strive to excel in his chosen field, said Mr. Hamrick—adding that it takes a high degree of training for either type of activity.

By W. J. HAMRICK

There is no doubt about it—the parade is moving. To join or not to join, that is the question. In fact, many parades are moving and the decision may be which parade to join.

There are many new trends in our business. To do nothing, or to think nothing about them, will not change the results—except for you.

For many years agents have competed among themselves in the development of new sales ideas and in the sale of life insurance.

Now everyone seems to have joined in the parade, even the actuaries, who are staying up nights to develop new and appealing policy forms.

It is even rumored in some companies that million dollar producers have taken a liking to actuaries, especially those who are ingenious enough to have developed unusual rates and benefits that were helpful in outwitting the competition.

There is no denying it, one of the most important trends in our business is the trend toward new styles in life insurance; and they are overdue, compared to other businesses.

The food dealers are experts at combining different items of food into a single package. For example, think of frozen dinners, raisin bran, spaghetti dinners, and, of course, the great variety of cake mixes now available to the housewife.

### Started Packaging

In our business we have made a start toward packaging benefits with the family policy. We may have seen only the beginning of the combination policy with multiple benefits.

It may soon become commonplace to buy one policy combining a cleanup fund, family income, disability benefits, hospital and surgical benefits, major medical, and retirement benefits—all in a single policy.

I heard of one the other day which included a \$1,000 wedding

gift for each daughter upon marriage.

There are some today who seem to think that special policies and sales gimmicks will solve all our sales problems.

Emerson started this old cliché about "the better mousetrap" a hundred years ago. It wasn't true then, and it won't work today.

New policy development is important, but when all companies have a full line of special policies, with low rates, high commissions and special benefits, the real sales records will still be made by those ingenious salesmen who recognize that, although policy development is important, personal development is more important.

The first thing a salesman ought to do, if he is interested in personal development, is to decide whether he will be a "specialist" in our business or a "general practitioner." Then he ought to excel, whatever may be his choice.

### Develops Sales Pattern

The specialist develops for himself a sales pattern, learns to render one useful service, and looks for prospects in that market. He may be a group specialist, a pension expert, he may major in business insurance, or he could make a living selling weekly premium insurance.

The general practitioner recognizes his market as being among those prospects who need a variety of services. Perhaps he may live in a small town, where there is not a sufficient market in any one specialized line for him to concentrate on that market. Therefore, he qualifies himself to render all kinds of services and takes his prospects as they come.

This is an important trend in our business and one that is likely to grow, with the specialist specializing more and more and the general practitioner selling all kinds of personal benefits.

Make no mistake about it—it takes a high degree of training to be a specialist and equally as much to be a general practitioner.

In our business training starts when you enter the business and never, never ends. You don't run out and grasp it—you run to keep up nowadays.

Another important trend appears to me in the attitude a lot of agents have in selling only price. Today it's a fad to sell net cost.

What these net cost specialists fail to tell the prospect is that he has to cash in his policy to make the net cost figures work out. It is actually possible to spend so much time emphasizing what the policy will do if you quit that we forget to tell the prospect what the plan will do if you don't quit.

There is a lot of term insurance sold today, perhaps too much. We hear of regular term, term on term, renewable term, renewable and

(CONTINUED ON PAGE 31)

## Salary Savings Sale Built On Social Security Proves Lucrative Package

Hazel B. Shafer, agent of Equitable Society at Roanoke, paid for 120 lives for a total volume of about \$400,000 through June of this year, concentrating on getting her volume through a large number of cases. At the "Sellarama" put on by Women's Quarter Million Dollar Round Table Sunday during the NALU convention at Detroit she told how she sells salary savings plans built around social security benefits as a base.



Hazel B. Shafer

### By HAZEL B. SHAFER

My most lucrative "package" is in salary-savings. After selling the employer on the idea that it would be good business to provide his employees a tool through which, if they desire, they may solve their own retirement problems, I then set up shop within that organization. Once or twice that set-up has been very nice and quite comfortable—the company providing an office and feeding the employees to me one after the other.

However, in most cases I find that it is better to move into the plant itself, where the production is actually going on. On many occasions a card table and a couple of chairs in the corner of the room have constituted my office. Once it was an old dead-tired work bench and a couple of metal drums turned over for seats. The foreman or supervisor will then send the employees to me one after the other. The real service to the employer comes in the beginning of the interview—at which time I go over very carefully and in detail the benefits which he is already providing, bringing out the part the employer plays in the expense of carrying the various benefits. As I discuss these, I write them down. Listed among these benefits would be workman's compensation, unemployment compensation, a detailed analysis of the group insurance which is provided, paid vacations, bonuses, merchandise discounts, free laundry service, free uniforms, etc., ending with social security.

### Provides A Booklet

My company provides a booklet on social security in the center of which there is a chart for social security coverage. The interview with the employee at this point would go something like this, "And then, of course, John, you have your social security. Now, as you know, 2¼% of what you are earning is being deducted from your salary each payday." I write this down. "Now, John, you may or may not know (half the time he doesn't) that Pannill Knitting Co. matches

that figure." I write that down as I'm talking, draw a line and total it. "So actually, John, in spite of what you're earning, because that amount is being sent to the Social Security Administration and is being deposited to your account.

There it is left to grow—month after month, year after year. Then, when you are 65 years of age, it is then returned to you in the form of a lifetime income. Now, John, based upon what you are now earning—If you never earn anymore than you are now, when you're 65 years of age you will be entitled to \$93.50 per month for the rest of your life." (I chart this in as I'm talking.) "When Mary is 62, she will be entitled to one-half of what you are entitled, so the two of you together will be entitled to \$140.30.

"In the meantime, John, there is always the possibility you may not live to be 65. As a matter of fact, either one of us could start home tonight and some fool driver knock us to kingdom come! Of course, we don't expect that to happen, and we certainly hope it won't, but it could! If it should, Mary would then be a widow, with three children under 18 years of age for six years, until Johnny is 18, and as such for that period would be entitled from your social security to \$200 per month. At that time, Mary would be a widow with only two children under 18 for two more years, until Norma Jean is 18, and would draw \$187.20 per month. Mary would then have only Susan under 18, so for the next four years would be entitled to \$140.40 per month.

### Social Security Gap

"At that time, John, Mary would be 47 years of age, and would then go into what we call a social security gap period, during which she would receive nothing at all from social security. Fifteen years later, however, at her age 62, she would again pick up, and be entitled to \$70.20 per month for the rest of her life. Now, John, there is one more benefit from social security, and that is a burial fund, which is available at the time of your death, which in your case would be \$255 that would be paid in a lump sum."

I now hold up the completed chart, and say something like this: "So, John, this is the foundation of your security—the basis of your entire financial structure—for yourself if you live, for your family if you do not! Actually, John, this is the figure (and I check the retirement figure) that prompted Mr. Pannill to start this salary-savings unit here at Pannill Knitting. He recognizes, as do all of us, that as good as social security is, if we reach 65 and haven't saved

(CONTINUED ON PAGE 30)

Mapping campaign strategy at the NALU meeting at Detroit are Charles Tomlinson, left, Bankers Life of Iowa, Madison, Wis., who is campaign manager for F. G. McNamara, right, Old Line Life of Milwaukee, Waukesha, Wis., a candidate for trustee.



### Pru Executives On Hand For Meeting And Reception

A large delegation of executives from Prudential's Newark home office and regional home offices is attending the convention. A reception is being held Thursday night in Sheraton Cadillac hotel.

On hand are Orville E. Beal, executive vice-president, Paul B. Palmer and Sayre MacLeod, vice-presidents, all of the Newark home office; Charles W. Campbell, vice-president, Jacksonville home office; James E. Rutherford, vice-president, Chicago home office; Alexander Query, vice-president, Minneapolis home office.

Also, W. Jackson Letts, 2nd vice-president, Houston home office; Alan L. Reed, Alfred D.

Rosner, Kenneth C. Foster and Ardell T. Everett, all 2nd vice-presidents from the Newark home office; Frederick A. Schnell, 2nd vice-president, Los Angeles home office, and James G. Shuttleworth, 2nd vice-president, Minneapolis home office.

Also, Floyd K. Bennett, William K. Kalteissen and Duncan Macfarlan, executive directors of agencies at the Minneapolis, Newark and Jacksonville home offices, respectively; William V. Winslow Jr., director of agencies, Newark home office; Leon L. Tracy, associate director of agencies, Newark home office; Louis E. Kelly and Charles H. Lindner, directors of agencies at the Minneapolis home office, and Harry E. Wilkinson, executive director of agencies at the Los Angeles home office.



**OPPORTUNITY**—For men, now active, under age 45 as General Agents with liberal and attractive General Agents Contracts, or Regional Supervisors with salary, commissions, expenses, incentive bonuses.

**TERRITORY**—Ark., Colo., N. Dak., S. Dak., Hawaii, Ill., Ind., Ia., Kans., La., Minn., Mo., Neb., Okla., Ore., Utah, Wash.

If interested as a broker, general agent, or supervisor, write to Wylie Craig or Bennett Taylor, Vice Presidents.



**NATIONAL FIDELITY**  
*Life Insurance Company*

W. RALPH JONES President

KANSAS CITY 6, MISSOURI

LIFE, ACCIDENT AND HEALTH, HOSPITALIZATION, GROUP



# HELLO N. A. L. U.

*The Maccabees cordially invites you to visit our Home Office in the heart of Dynamic Detroit's cultural center. Just ten minutes from your downtown headquarters. Come in at any hour.*

*The Maccabees was founded in 1889 in London, Ontario, later moving to Michigan. In 1927 we occupied our present Home Office building, The largest Home Office in Michigan. The Maccabees has over \$415,000,000 insurance in force and more than \$110,000,000 in assets.*

## THE MACCABEES

*a Life Insurance Society*



## Margaret Vogelsang Is New Chairman Of WQMDRT For '57-58

Mrs. Margaret M. Vogelsang, Connecticut Mutual, Manitowoc, Wis., was elected chairman of Women's Quarter Million Dollar Round Table—renamed Women's Leaders Round Table—at the annual business meeting Monday. She succeeds Alberta M. Light, National Life of Vermont, Detroit.



M. M. Vogelsang

Suzanne Audet, Prudential Assurance, Quebec, was elected vice-chairman. Florence H. Axelson, State Mutual, Minneapolis, and Helen Tall, New England Life, Towson, Md., were chosen directors. Bertha B. Macfarlane, Pan-American Life, New Orleans, headed the nominating committee.

Mrs. Vogelsang, in the business since 1938, has been secretary, treasurer and vice-president of her local association, a director of the state association and a national committeewoman. She is a life member of WQMDRT, a member of Wisconsin State Leaders Club and of Connecticut Mutual's President's Club and QMD Corps.

## Northwestern Mutual, Other Companies Act As Hosts At Dinner

Northwestern Mutual's dinner Thursday night at Fort Shelby hotel has as hosts Grant L. Hill, vice-president and director of agencies; Harold W. Gardiner, director of education and field training; Willard H. Griffin, Robert E. Templin and Benjamin B. Snow, superintendents of agencies; O. Alfred Granum and R. H. Pickford Jr., assistant directors of agencies.

Hosts at Penn Mutual's dinner Thursday night at Park Shelton hotel are: D. Bobb Slattey, vice-president; Wallis Boileau Jr., 2nd vice-president, and George A. Bennington III, superintendent of agencies.

Joe B. Long, vice-president; Edmund M. Randolph and George P. Smith, superintendents of agencies, are hosts at the State Mutual dinner Thursday night at Statler hotel.

Hosts at the Bankers Life of Iowa dinner Thursday night at Whittier hotel are: M. E. Lewis, agency vice-president; J. J. Maher, director of new agency development, and R. D. Hamill, director of sales service.

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**NOW AVAILABLE  
TO YOU ON "NO  
RISK" TRIAL BASIS!**

To expand your contacts and influence in your profession, you can do exactly what Solomon Huber and many other successful agents are doing: send your policyholders and prospects the famous Notebook, an 8-page monthly booklet imprinted with YOUR NAME as author, editor, publisher.

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You can join Mr. Huber and the hundreds of successful agents who enhance their influence, prestige and incomes from using the Notebook. Try it on a "no risk" basis—but please send coupon now, since we strictly limit the number of subscribers in each area.



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## Group Committee Restates Its Concern On 'Jumbo'

Though unwilling—by a 7-to-2 vote—to seek denial of income-tax



Harry N. Phillips

shelter for jumbo group lines, the NALU group insurance committee, in its draft report submitted in advance to national council members, reiterated its deep concern about jumbo limits and other group practices it has attacked as abuses.

Following is an abridgment of the draft version, the principal portion omitted in condensing being the section on welfare funds. The committee is headed by Harry N. Phillips, Sun Life of Canada, San Francisco.

At times our committee wonders how seriously the general membership views the problems which have developed in the field of mass coverages.

Has the effort exerted over the years by a few committee members been worthwhile?

Are the dangers as serious as some of us regard them?

Should we stand aside and let the future take care of itself?

Are some of us in this association publicly condemning certain practices as evil and while doing so, perhaps furtively indulging in the very practices we criticize because we happen to have a case we can write?

Are we so Pollyanna-ish that we seriously believe that the agency system, which has done so much for the public and our industry over the past hundred years, is impregnable?

### Sit Down And Think

Let us sit down with ourselves and THINK! Let us give more than passing thought to Kiplinger's prediction in the June, 1957, issue of the magazine, *Changing Times*, that 25 years from now:

"... Most insurance will be through group coverage, with the premium paid through your employer or trade or professional association. . . ."

And, certainly, let us not overlook the following passage in the annual report given on May 17, 1957, by Harold Baird, then president of the New York state association:

"... I do not know how accurate company vice-presidents are in predicting trends in our business. Two from the same company made these observations about an hour apart: (1) Unlimited group insurance should not deter an individual from buying personal ordinary insurance; (2) The time is not

far distant when an individual earning \$5,000 a year will be covered by group death benefits equal to eight times annual earnings. . . ."

But what are we going to do about the mass coverage problem? What have we done?

1. With the active cooperation of NALU, the National Assn. of Insurance Commissioners some years ago drafted a model group life insurance definition for eventual enactment by the various states and territories. This model definition includes the so-called \$20,000/\$40,000 or "20/40" maximum amount limit formula. Twenty-four jurisdictions now have such limits (counting Colorado, which actually has a 21/40 limit). Four others have a flat maximum \$20,000 limit, and four have modified limits ranging as high as \$100,000.

### No Statutory Limits

However, 18 states have no statutory limits at all, and among these are the highly important industrial states of Delaware, Massachusetts, New York, Michigan and California. (Note: California and Virginia actually have limits of \$50,000 and \$20,000 respectively, but these are applicable only to trustee group cases.) Despite considerable efforts to have legislation enacted this year in New York and Michigan, failure resulted.

2. On April 15, 1957, by direction of the board of trustees, Vice-president Adams, your chairman, and General Counsel Dunaway, met in New York City with a newly appointed special joint group committee of the American Life Convention and the Life Insurance Assn. of America. This is a "high-level" committee composed of presidents and vice-presidents of a number of both group-writing and non-group-writing companies.

At that meeting, the spotlight was clearly focused upon the problems of jumbo limits; synthetic, or hybrid, group plans, and direct writing, or commission-free business. The meeting was purely exploratory in nature, and no decisions were sought or made.

### To Hold More Meetings

We understand that further meetings of the ALC-LIA committee are to be held, and representatives of NALU have already been invited to participate. However, both past experience and present evidence seem to indicate quite clearly that even in the event that (1) the ALC-LIA committee were to reach agreement on a new statutory maximum amount limit formula and (2) the governing bodies of those two organizations were to approve the formula, neither association could gain the necessary

(CONTINUED ON PAGE 40)



Resplendent in Kentucky "colonel" ties are two men from Lexington at the NALU meeting in Detroit. They are Otis C. Amis, Ohio State Life, campaign manager for Paul Martin, right, Metropolitan, a candidate for trustee.

CENTRAL LIFE A leader and . . .

# ONE OF THE BEST

#### Preferred Combination Life (PCL)

. . . with true graduated premium!

#### Disability Income Continuance (DIC)

. . . revolutionary new disability income!

#### Preferred Investment Plan (PIP)

. . . premium return and dividend profits!

#### Wife Insurance Plan (WIP)

. . . with more protection when it's needed!

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. . . WIP plus children 14 days to 25 years!

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. . . one monthly payment for all premiums!

All introduced by ONE OF THE BEST

*Central Life*

ASSURANCE COMPANY, DES MOINES 6, IOWA  
Progressive and competitive, yes . . . but not  
at the expense of financial security

ASSETS	\$150 Million
SURPLUS	\$ 13 Million
INSURANCE IN FORCE	\$490 Million

## Group, Qualification Laws Occupy State L&L Committee

Group insurance and agents qualification laws took up most of the time of the state law and legislation committee.

Frank M. Akers of Georgia called attention to the danger that if group coverage per-life is permitted to be unduly high the present income-tax shelter for all group life may be lost.

B. C. Minner of Beckley, W. Va., said West Virginia has the 20/40 limit and next session of the state association will try to get a law passed to put a tax of \$2 per \$1,000 on any kind of group insurance.

All the others who spoke on this proposal expressed opposition. Their main ground was that this would open the door to similar legislation enacted by Congress. Also, some objected that states might single out other forms of

insurance, such as endowments, for special tax treatment.

Oren D. Pritchard, Union Central manager at Indianapolis, NALU secretary, and the chairman of the state law and legislation committee, said it has been found futile to introduce extra-territorial bills to regulate group, as they are usually defeated.

David Blumberg, Massachusetts Mutual, Knoxville, Tenn., said that in some states the commissioner licenses the agent if he passes his company's training course. Nobody has to show proof that the course was actually passed, however. This doesn't constitute a real qualification measure, he said. In states where the combination companies are strong, it must be remembered that they don't want the most stringent type of agents qualification bill passed.

Joseph B. Davis, Home Life of New York, Detroit, said that in

dealing with state legislatures it is important to maintain contacts with legislators away from the large centers, who are more responsive to the interests of their constituents.

Horace A. Calkins of Alabama made the suggestion that the life insurance men keep in touch with and work with the fire and casualty agents in their states because the officers of these associations have acquired considerable know-how in dealing with state legislatures.

## Continental Assurance Hosts

Hosts at the Continental Assurance dinner Thursday night at Whittier hotel are Paul C. Green, executive assistant; Kenneth P. Quinn, Edward N. Malaney and Jerome J. Theisen, assistant superintendents of agencies; Richard A. Chatfield, assistant director of advertising, and Hugh S. Betts Jr., director of the career agent program.

## Local Papers Excel As Promotion Aids In Insurance Weeks

The public relations committee of NALU, headed by Elsie Doyle, Union Central, Cincinnati, stated in its draft report that a survey has shown October to be the best month for conducting Life Insurance Week promotions and that the most effective promotional means is



Elsie Doyle

daily paper publicity. The report also contained an enthusiastic endorsement of the way Life Association News is being operated. Following is the portion of the draft report dealing with local publicity and public relations.

We are happy to report progress in an important area—helping local associations with their publicity and public relations problems. Since the midyear, NALU has produced 30 radio scripts for local use in conjunction with news programs, sponsored shows and sustaining presentations, or Life Insurance Week. A brochure of the 30 scripts is going to each local and state president.

Headquarters has also produced (or has in production) about a dozen "skeleton" outlines for news releases on such subjects as NQA, LUTC and CLU, state workshops, etc. These have been tested on local publicity chairmen, state Life Insurance Week chairmen, and executive secretaries. Reactions ranged from "very valuable assistance" to a "giant step in the right direction." Copies of these outlines are going to local and state associations.

## Conducted Survey

Your committee has conducted a rather illuminating survey on Life Insurance Week (timing, materials found most useful, etc.). The month favored by most respondents is October. Asked who helped most on Life Insurance Week, the respondents had practically equal praise for NALU, their state associations and the Institute of Life Insurance.

The most widely used publicity device, the respondents said, is the newspaper article. This opinion supported our belief that the new "outlines of news releases" will be welcomed enthusiastically by local associations.

Next to newspaper items in usage were the NALU ad mats with which associations publicize their membership rosters. Other favored publicity devices in descending order of popularity included: Displays, newspaper ads other than membership rosters, in-

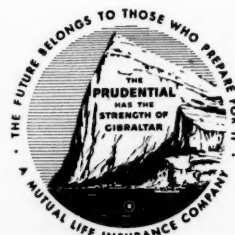
(CONTINUED ON PAGE 30)



to all the National Quality Award Winners for 1957. Your outstanding efforts have meant so much in maintaining the high standards that we in the industry have set for ourselves. Prudential is proud to have more than 1800 of its United States and Canadian members among this year's NQA Winners.

**THE PRUDENTIAL INSURANCE COMPANY OF AMERICA**

You'll enjoy YOU ARE THERE, Sundays, CBS-TV





## Drury Heads GAMC; Other Officers Are Gastil, Smith, Eklund

L. V. Drury, Sun Life of Canada, was advanced from vice-chairman to chairman of General Agents & Managers conference of NALU at the annual meeting in Detroit. He succeeds L. Mortimer Buckley, New England Life, Dallas.



Other officers elected are Walter G. Gastil, Connecticut General Life, Los Angeles, 1st vice-chairman; Leonard T. Smith, Prudential, Cranston, R. I., 2nd vice-chairman; Coy G. Eklund, Equitable Society, Detroit, secretary.

New directors are Louis Pohl, Life of Virginia, Pontiac, Mich.; C. Carney Smith, Mutual Benefit Life, Washington, D. C.; James Stretch, Metropolitan Life, Ft. Lauderdale, Fla.; and Jesse N. Fletcher, Great Southern, San Antonio, all of whom were elected for 3-year terms; and Harry N. Veatch, Northwestern Mutual, St. Louis, who was elected for one year to fill out Mr. Eklund's term on the board.

Judd C. Benson, Union Central, Cincinnati, headed the nominating committee.

By official board action GAMC offered its services to NALU in seeking a solution to the mounting problem of excessive group coverage.

### Motion Passed

E. A. Ellis, GAMC board member from San Francisco, moved that the chairman of GAMC appoint a committee to study ways and means whereby GAMC as a part of NALU may better contribute to the solution of the current group insurance problems now confronting the life insurance business. The motion passed unanimously.

In other action at the meeting, the board established a tape recording library for local GAMA's use, and voted to put **GAMC News** on a monthly basis.

Four tape recordings by agency management speakers are already available for local association use, according to Donald A. Baker, executive director of GAMC. Recordings from Hugh S. Bell, Robert W. Osler, Foster Vineyard, and Mr. Baker are available from GAMC headquarters. It is hoped that six more recordings will be available before the end of the year.

**GAMC News**, which heretofore has been published and distributed to GAMC members on a bi-monthly basis, will be published on a monthly basis beginning with the

October issue.

It also was announced that there are now 140 local general agents and managers associations affiliated with the national organization with the addition of the Puerto Rico, Montgomery, Pensacola, and San Gabriel Valley (Cal.) associations.

With the additional associations, the membership in GAMC will come close to the 5,800 mark.

Plans for the increased services to individual members and associations include not only putting **GAMC News** on a monthly basis, but also for heavier promotion of the GAMC promotion of the study courses in agency management and district management, membership campaigns, organization of new associations, and additional field work with existing associations.

Mr. Gastil, proposed the appointment by state life underwriters associations of a general agents and managers committee to be responsible for encouraging the formation of local general agents and managers associations wherever there is an underwriters association with enough management members to make the general agents and managers organization work successfully.



With 20 big ads in Time, Newsweek, the Journals of the American Medical, Bar and Dental Associations, and in Banking Magazine, Acacia Mutual is directing its current national advertising campaign to business and professional men and women.

These advertisements, which feature Acacia's two new low cost, high value whole life policies—The Acacian and The Executive—provide information of vital importance to "selected prospects" who want and need substantial life insurance protection. In addition Acacia is backing this advertising campaign with a hard-hitting direct mail follow-up program. Giant postal cards, magazine reprints and premium notice enclosures, all especially designed to pave the way for an Acacia Fieldman's call, are being furnished free to our representatives.

This advertising campaign and effective follow through material typifies the kind of sales support Acacia gives its Fieldmen. It is another of the many reasons why their average annual production, year after year, is among the highest in the life insurance business.



**ACACIA MUTUAL**  
**Life Insurance Company**  
Home Office, Washington 1, D. C.



## Florence Axelson Explains How Programing Creates Pictures Which Help Make Sales

By FLORENCE H. AXELSON

Many people who have never seen what their life insurance programs look like are helped to make decisions when agents do programing jobs for them. Florence H. Axelson, State Mutual, Minneapolis, pointed out at the "Sellarama" sponsored Sunday afternoon by Women's Quarter Million Dollar Round Table. The agent working on a programing basis can sell service and convince prospects to buy more readily when they see a picture of their insurance through



F. H. Axelson

a simple program.

Calling on prospects or clients to sell life insurance is one of the most difficult tasks to do, but to convince one that there is a need by telling them a story is much less difficult. Programing helps a prospect to make a decision.

We can coordinate life insurance with social security. I usually take a prospect's present income, together with insurance if he has any, as a basic start. Then there is his group insurance, if any, which most clients like to stress as being important. This is very true, but after all, it is only term insurance and good only as long as they are employed in the particular company unless converted. Having no cash value, it builds no reserves for retirement.

Having made a visual picture in

the form of an analysis of what his present insurance is costing and how far it will go when he dies (the one thing that is going to happen sometime) he is usually convinced his family could not get by too long and he begins to think about doing something about it. After all, he wants his family to think when he is gone that he was a great guy.

### Can Get More Protection

If he is serious about wanting to do something about it, he can put an additional "X" number of dollars into added protection for them and, by the same token, a certain portion of that deposit is being set aside for himself if he lives to retirement age. The sale is made for as much additional coverage to at least start to do what he wants to do for his family if he lived to do it himself.

A copy of the story so far is given to him to refer to from time to time. Later on, circumstances change—new job, additional children or some other unexpected thing develops and the alert agent gets on the job. The copy of the original plan is used to work from, and some additional coordinating is done. The program is revamped and a new copy is given to him. This could happen several times over a period of years that he is your client.

Many people have never been shown what their life insurance program consists of. They have several policies but there is no plan. Many wives do not want husbands to buy additional insurance. They feel it is just another bill to pay. If it is explained to them and a visual story is told and they understand it is for their benefit if the husband dies, especially before the children are on their own, and also let them see for themselves that so many dollars of the premium payments are actually coming back to them for future delivery if they want it that way, they become strong boosters for life insurance. Many prospects think they are insurance-poor. If they see a visual picture through a simple program, many change their minds because their present program won't begin to do what they thought it would do. Consequently, an additional "X" number of dollars can be found to solve a certain need, whether it be for retirement income for themselves, income for the family, emergency

funds, education for the children or mortgage redemption.

Being in this business on a programing basis, you can sell service. Most people buy what they want, and you can more readily convince him to want to buy your story when it is programed out for him. Furthermore you want him to buy from you, so you want him to like you as an agent. My personal opinion is you can do this through service and programing. One way to accomplish this is to tell a story in such a way he knows what his insurance will do for his family and how much it costs. You help sell yourself by having enthusiasm. Have your heart and soul in what you are doing.

To illustrate what I mean, Frank Bettger, in his book, *How I Raised Myself from Failure to Success in Selling*, quoted Abraham Lincoln:

"If you win a man to your cause first convince him that you are his sincere friend. Therein is a drop of honey that catches his heart, which is the high road to his reason, and which, when once gained, you will find but little trouble in convincing his judgement of the justice of your cause, if indeed that cause be a just one."

### Know What You're Doing

Have a knowledge of what you are doing. There are many ways to obtain this knowledge, but that's another subject matter. Experience is the best teacher and the way to get experience is by calling on enough people to tell your story to. This plan has worked for many others. It has worked for me. I suggest you try it. The romance in it is fun. To sum the thoughts I have tried to convey to you, I quote from Paul Speicher:

"Here is a home made desolate by death, but healed economically by life insurance; a tiny unit in the millions of homes that go to make up our country."

"Here is a boy or girl gaily starting the great adventure of college because a father was provident and prudent and used life insurance."

"Here is a business man who comes back to his office from the funeral of his partner, and who finds that his business is solvent because there has been life insurance."

"Here is an elderly man and his wife, resting after years of bitter economic struggle, because there is life insurance."

## It's a record!

Guarantee Mutual Life Company's sales for the seven months of 1957

# 45% Ahead of 1956

The men with The Guarantee, continue to record substantial gains in the production of new business.

*These 12 Men—Members of the President's Cabinet—were the leaders in total premiums produced in 1956 and are the guests of the Company at the NALU Convention in Detroit.*

**Abe Newman**  
Lifsitz Agency  
Akron, Ohio  
**Boyd W. Flinders**  
Flinders Agency  
Burbank, Calif.  
**Gordon R. Hallstrom**  
Stemsrud Agency  
Brook Park, Minn.  
**Charles W. Croley**  
Knulson Agency  
Albany, Ore.  
**George L. Kennedy**  
Kiplinger Agency  
Omaha, Nebr.

**Virgil R. Morris**  
Hinkle Agency  
Grand Island  
**Warren D. Rediger**  
Gadd Agency  
Milford, Nebr.  
**Richard M. Lines**  
Savage Agency  
Dallas, Texas  
**Richard E. Sauder**  
Clevenger Agency  
Grabill, Ind.  
**Merrill R. Livingston**  
Rothaus Agency  
Loveland, Colo.

**H. Glenn Spearow**  
Story Agency  
Sidney  
**William S. Hunt**  
Leonard Agency  
Tulsa, Okla.

**J. D. Anderson**  
Agency Vice Pres.  
1805 Douglas Street  
Omaha 2, Nebraska

**Guarantee**  
MUTUAL LIFE COMPANY

OMAHA, NEBRASKA

Ralph E. Kiplinger, President



At the reception for early arrivals at the NALU meeting in Detroit were Laura M. Benham, Prudential, Niagara Falls, N.Y.; Herbert R. Hill, Life of Virginia, Richmond, and Ruth Kelley, Manhattan Life general agent, Detroit.



children

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## How to help your child have a better school year

**“Good-bye, Mom...”** Mothers will hear this familiar farewell daily during the school months ahead when 38 million children leave for their classrooms. Among these boys and girls there will be 4 million youngsters entering school for the first time.

Is there anything you can do to help your child get the best possible start in school? Yes, there is. You can take him to your family doctor now... *before school opens*... for a thorough medical check-up.

Although your child may seem to be in tiptop physical condition, he could have some totally unexpected impairment. For example, slight defects in seeing and hearing can handicap a child in his studies and other school activities or cause unnecessary absences. Therefore, eyes and ears should be examined so that corrective measures may be taken if they are necessary.

You may also find your doctor's advice helpful in improving your child's general health. Is there room for improvement in his diet? Are his habits of play, sleep and exercise all right? Parents should remember that poor health habits can

lead to physical and emotional troubles and the sooner they are corrected, the better.

Protection against certain health hazards is necessary when a child starts or returns to school. So be sure to have your child's immunization record reviewed... and appropriate steps taken to bring it up to date if necessary.

If you are not certain about your child's protection against smallpox, diphtheria, whooping cough, tetanus and polio, now is the time to see your doctor. It is most important to obtain his professional assistance so you can comply with the school's requirements regarding vaccinations and inoculations.

Teen-age boys and girls, as well as younger children, benefit from regular pre-school check-ups. Physical adjustments, weight variations and emotional upsets—all these and similar problems are matters which parents may not understand too well.

So why not get your doctor's help *now*? Advice based on sound medical knowledge may prevent or clear up many difficulties of the school years. Your child's visit to him can help assure healthy, happy school days.

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### Metropolitan Life Insurance Company

(A MUTUAL COMPANY)

1 MADISON AVENUE, NEW YORK 10, N. Y.



This advertisement is one of a continuing series sponsored by Metropolitan in the interest of our national health and welfare. It is appearing in two colors in magazines with a total circulation in excess of 32,000,000 including Time, Newsweek, Saturday Evening Post, Ladies' Home Journal, Good Housekeeping, Redbook, Reader's Digest, National Geographic, U. S. News.





GOLDEN

Anniversary

JUBILEE

*Wish You Had All Been Here...*

during North American Life's Fiftieth Anniversary celebration at the Edgewater Beach Hotel in Chicago, September 3, 4, 5, 6.

Charles G. Ashbrook, President of the Company, lauded North American's leading salesmen who attended the celebration on the basis of their outstanding production during a special 15 month sales drive. These leading salesmen included members of the Million Dollar Round Table, National Quality Award winners and the Company's leading Life and Accident and Sickness producers who had traveled from as far east as New Jersey, and as far west as Hawaii.

During the Golden Anniversary Banquet, Thursday evening, September 5, Charles G. Ashbrook announced that North American Life was headed for the greatest production year in its history, adding impressive momentum to the past five years which has lifted North American to one of the fastest growing companies in the industry.

... wish you had all been here!

## NORTH AMERICAN LIFE

*Insurance Company OF CHICAGO*

R. D. Rogers, C.L.U., Agency Vice President

NORTH AMERICAN BUILDING

CHICAGO, ILLINOIS

### MILLION DOLLAR ROUND TABLE HOUR

## Intensive Audit Service To Rising Young Men Pays Dividends To Joe Thompson Jr.

Describing his "multi-call system on a low-pressure basis," Joe Thompson, Jr., Northwestern Mutual, Nashville, Tenn., told the Million Dollar Round Table Hour of the NALU convention how he uses his intensive audit service as a means of building a clientele among tomorrow's leaders in his area.



Joe Thompson Jr.

By JOE THOMPSON JR.

It has been my impression at Round Table meetings thus far, that if you didn't have a \$100,000-case to talk about, you were expected to remain respectfully silent and be an audience to all the fellows who sold only \$100,000 policies!

Therefore, it must be logical to believe that I am a member of your program this morning because there are still a bunch of us who qualify by doing the job the "hard way"—by a volume of small sales through family programing. In our city there is a fine avenue

where the most expensive ladies' shops are located. One particular building is of real quality in outside appearance, with subdued lighting and soft music inside. As is true in all cities, only two short blocks away there is a multitude of small shops, with cut-rate apparel, catering to the dollar-down, dollar-a-week trade. On one afternoon, the proprietor of one of these small shops had taken a walk to the fashionable street, and found the owner of the well-to-do store out on the sidewalk admiring a new window display.

"Ah, Mr. Mitchell," said the small store proprietor, "you certainly do have a beautiful store."

"Thank you, Mr. McHenry."

"And such fine quality merchandise."

"Thank you, Mr. McHenry."

"But you know something, Mitchell," said McHenry, "I believe I'd rather be in my small store over on Third avenue and do four times your volume!"

Speaking for the hustling younger members of this organization, I hasten to explain that there is nothing wrong with the quality of the business we do, we just have to have a volume of sales

(CONTINUED ON PAGE 20)

*greetings*

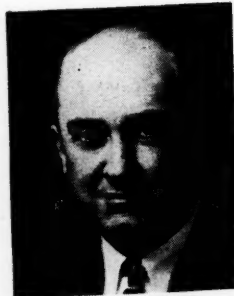
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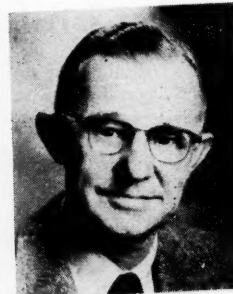
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*to the*

**1957 NALU  
CONVENTION!**



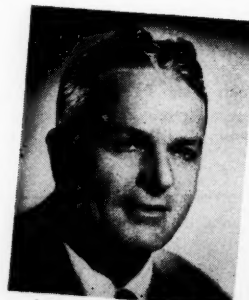
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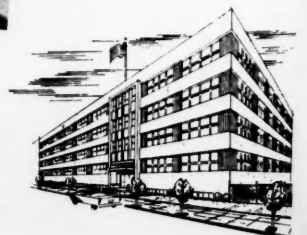
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Tel: KINGSley 5-1671

## Intensive Audit Service To Rising Young Men Pays Dividends To Joe Thompson Jr.

(CONTINUED FROM PAGE 18)

to keep up with the "big dogs" in this outfit!

Because the psychology of selling is paramount, regardless of our technique, I know the subject will be interesting to all of you.

Certainly much has been said and written about the rising young generation, with more babies, more houses, more automobiles, more gross national product; and our economists are rapidly counting the new offspring and predicting still better times to come. But I would add a self-evident corollary to this promising picture. It is simply this: Twenty years from now every city in our beloved country will be run by a new set of business and professional men. The ones running it now (including some of you) will either be dead or disinterested. Don't let the top of my head fool you; I still hope to qualify as an

active underwriter 20 years from now.

This is the first theory of "The Round Table by Volume". Instead of prospecting where there is a lot of money and not much insurability, I have built a clientele who are very insurable, who are insurance-conscious, and now beginning to come into their rightful place in the community. From a life underwriter's viewpoint, we all have a wonderful future. (And the present hasn't been too hard to take!)

### Provides Audit Service

Since 1945, I have provided a thorough and conscientious audit service for a selected group of young men. There are now over 250 of these surveys in my files, and in most situations we have worked out the options, I have encouraged the drawing and revision of wills, and generally promoted a realistic appraisal of the true value of these men to their dependents. Systematic mailings of tax letters and other insurance information have provided an excellent means of keeping in touch with this group.

My personal insurance program has been built up to a size which creates quite an impression on my clientele. This program was begun basically because my family needed the protection and because I wholeheartedly believe in this method of creating an estate. Since I believe in my product so thoroughly, I can get enthusiastic about it to my prospect. Consequently, my own insurance audit has supplied me with an invaluable selling document. Building my clientele through the service approach with a complete audit for

practically every policyholder has taken time, work and money—lots of it—but I am convinced it has been a wise investment.

### Does Civic Work

In addition to these efforts, it has been my personal philosophy (and I expect you share it) that being a good citizen is consistent with our chosen career. My activities range from local fund-raising 30 wild-eyed 10-year-olds in the Presbyterian Sunday school—and this is stimulating, to say the least. These activities cause me to be constantly working with the same general group of young civic leaders in matters that affect us all—and, while I would participate anyway, the prestige and good will are worth a great deal. Certainly it is true all over America that the life insurance people do a tremendous part of the organizing and the leg-work required in our civic, welfare, and cultural efforts. Let me emphasize that my clients are aware that I will not discuss matters except in my office or in their homes by appointment—and none of these community services is used as an excuse for such a direct purpose. Nevertheless, the long-range value is there.

This procedure of careful and realistic service to a growing clientele has provided the best of referral prospects. And the second basis for "Round Table by Volume" is because of the conformity sought by this type of group.

### Want New Home Now

All these young people want the fine new home now it took their parents 15 years to afford; they all want their children to have the best of education (and they expect to provide it); they all have the most modern of household appliances, a power lawn-mower, and two television sets. And—insurance!

The neighbor can look next door and see the model car you're driving. And that makes him susceptible to the next automobile salesman . . . and how these automobile people do move the expensive

(CONTINUED ON PAGE 24)

\$500,000,000

As of June 30, Bankers Life of Nebraska exceeded the half-billion insurance in force mark. With assets of over \$100,000,000, and 1957 business more than 28% ahead of the record year, 1956, Bankers Life of Nebraska continues its remarkable progress.

**Bankers Life**  
INSURANCE COMPANY of Nebraska

HOME OFFICE — LINCOLN

### IMPORTANT NOTICE to Home Office Executives EXCLUSIVE MONTHLY NEWSLETTER to help your agents sell.

Each agent now can have his own personalized monthly newsletter—based on your company's philosophy, sales policies and sales tools. This exclusive newsletter builds agent's and company's prestige. Excellent for prospecting, motivating, building centers of influence.

We do all the work—writing, printing, im-  
printing, ready for the agents to mail, and at a price that your company probably cannot match. The writing and editing are by outstanding staff of life insurance and estate planning authorities, publishers of Estate Planners Quarterly. Complete details furnished to home office executives on request.

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Extra-Fisk or Sub-*

EARL H. WELTZ & COMPANY

*Philadelph*

*Philadelphia*



# s of "Lloyd's of London" idea...

## FOR SUB-STANDARD AND SURPLUS LIFE INSURANCE

A separate and independent organization with more than 30 years' experience in this field, we are not employed by—nor in competition with—any life insurance company. We do, however, act as General Agent for *many* companies, using their combined coverage to offer life underwriters and their clients a unique and specialized service.

In effect, we have applied the "Lloyd's of London" idea to the life insurance business and are able to act as a Life Insurance Clearing House to help you with risks that your own company will not accept. In addition, for large cases—either standard or sub-standard—we can supply the surplus amount required beyond your own company's retention.

Each company we represent has been carefully analyzed and selected on the basis of character, proved ability of management, financial strength, high earning power and sound underwriting.

*For more than 30 years, we have been helping life underwriters everywhere to obtain Extra-Risk or Sub-Standard Life Insurance for those of their clients who may require it.*

**First Year and Renewal Commissions are paid and guaranteed  
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of the 68th Annual Meeting.**



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**\$25,000 Minimum Life Plans designed for Split Dollar cases;  
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Commissions; Sensible Underwriting; Competitive Rates.**

★ **A GOOD BROKERS' COMPANY** ★

## Audit Service For Clients Pays Dividends

(CONTINUED FROM PAGE 20)

cars today! A Ford costs what a Cadillac used to cost, and a Cadillac is out the top of the roof. How much more insurance could some of your Cadillac owners have with the difference, and still arrive at their destination? Then why the most expensive car? It is a part of "the American way of life." As one of my young clients said a few years ago, quite seriously, "Joe, I think a fellow ought to live within his income, even if he has to borrow the money to do it!"

Conformity. Neighbors rarely compare insurance the way they do their new automobiles or outboard motors. But they have much curiosity on the subject, and are anxious to do as well for their families as the next man, most of them.

### Procedure Is Simple

My procedure is simple. I tell the story of life insurance by the use of my own survey. I apologize for being so personal as to talk about my own family, and the prospect is always willing to accept my affairs as a confidential matter. Do you often talk with enthusiasm about your own children, and their future—and with a family story or two thrown in? This is what I do, but I'm not so naive as to think the prospect is listening entirely to me. When a

group of young mothers get together, each can hardly wait until the next lull in the conversation to tell what her young son or daughter did or said last week!

And fathers are no different. As I talk about my program for my family, he's thinking about his family—and wondering how his program stacks up to mine. With exceptions, he's never had a full-scale audit of his policies. But mine is a multi-call system of selling, on a low-pressure basis. There are some sales missed this way, I know, but remember I have been building for a long-range clientele from whose ranks will come the leaders of our community. And not many of these fellows take kindly to pressure tactics.

But they react favorably when I explain that we have several hundred of these surveys among their friends and acquaintances, which we keep more or less up-to-date. And while our main purpose in our age group is in the building of estates, already I've begun to deliver a few of these to young widows.

I say, "Your young widow would find an incomplete program, Jim, for I feel sure you've planned to buy additional insurance some day. Maybe we should see how it looks right now. . ."

Often there is the protest that he can't afford any additional insur-

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## AND A BRIGHT FUTURE



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ance at present. This is the moment to reestablish my low-pressure position. If I've obtained his policies, or sufficient information about them, and have made a tentative appointment to bring back some recommendations, the routine begins to look familiarly like the last time he did buy a policy. I assure him that this survey isn't to result in another policy proposal; it is to be a long-range program. And while I'm very pleased to have the opportunity to provide this audit, in the final analysis it is his problem, and any decision he makes will be his decision. He knows the program is not all he'd like it to be. He expects my recommendations, but I want him to remember it is his family, not mine. He has seen from my survey what I've provided for my family.

Once I knew an architect who had the gift of words to go with his pencil. Using a sheet of white paper and a sketching pen he could, in a remarkably short time, draw the house of one's dreams, his words filling in the chinks, until the desire for such a home fairly filled the air. With him, it was a gift.

#### A Dramatic Talk

A few years ago we had our company convention with an invited speaker one of the highlights of the annual meeting. He was Dr. Norman Vincent Peale. He spoke to the Round Table some years ago, before I qualified for membership. To our agents his was a dramatic presentation, in voice and gesture, and he captured our attention and our hearts as he spoke, so vivid was his portrayal of one particular story that it was impossible for me to forget it. And when he came to Tennessee some two years later, Martha and I went to hear him again.

Dr. Peale was outstanding before that Nashville audience. In what seemed to be a completely ad lib fashion, he spoke of one experience, then another. And suddenly he was telling again the story that had so impressed me at the convention in Milwaukee. But I was thunderstruck to watch this master of the pulpit, this speaker extraordinary, tell the story word for word, not omitting a single voice inflection, perfect in his timing, and with every gesture precisely as I had remembered it two years before.

#### No Canned Sales Talk

A canned sales talk? Not at all. He had very carefully chosen the best words and gestures necessary to tell this particular story, and he was telling it to that Nashville audience as though they were the first people ever to hear it. How would you measure this as a reason for Dr. Peale's international fame and achievement as a minister of the gospel?

Whether you, as a life underwriter, have the gift of words to paint a vivid picture of the insurance story, or whether yours is a carefully planned selection of sentences, it is my belief that the

story must be told in a way that causes the prospect to feel the program outlined is unmistakably his, and especially dedicated to the protection of his family. In going over the papers of a prospect or a client did you ever come across a graph that he did not understand at all, and had long forgotten, but had saved, nonetheless? The agent presenting it may have missed the sale, but something of the value of filling personal family needs

must have penetrated, or the document would not have been saved. Isn't that true?

From my own personal standpoint, there is one other important factor in the telling of the family programming story which assures an effective and continuing success for me, by a volume of sales. I have told you of my selection of a group of outstanding young men, and of my intensive service and attention to them. And I have

stressed the desire of conformity among these successful people, and my consistent efforts to raise their sights on insurance needs, by stressing their true values to their families.

Now this solid base of a selected clientele has become a tremendously valuable source of referred leads. A personal recommendation by an outstanding and very busy young surgeon to my prospect on

(CONTINUED ON PAGE 28)

## A. Jack Nussbaum



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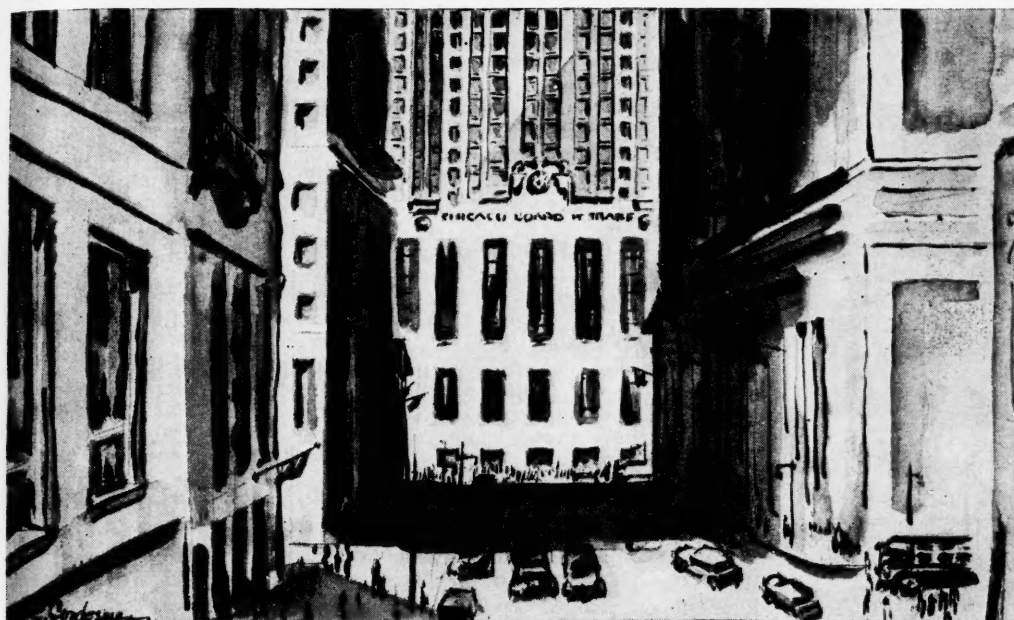
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## Audit Service To Young Clients Pays Off

(CONTINUED FROM PAGE 25)

the resident staff is of the highest value. And often I receive it voluntarily because I was a help to that surgeon when he was an interne. Newcomers to our local industries may find my banker clients likely to provide a good reference for me; or the banker may suggest a few people whose recent success has raised them to the select clientele I must constantly review.

Finally, as the greatest value of this quality underwriting of past years, the first echelon of my selected group has begun to have need of corporation insurance, of split-dollar and deferred compensation ideas—of pension and key man and partnership policies. Many of these people could not have purchased much insurance a short five years ago; many who I thought had the most potential have not come along so well. A few have come from almost out of nowhere to show tremendous promise.

And so, this broad cross-section of a group of hustling young men has provided a volume of sales that has consistently produced 100 lives a year, has encouraged a continuing growth of understanding as to what insurance really can do in many circumstances. It has provided a constantly increasing income for my family, and a vigorous and stimulating life's work is well under way.

### A Double Barrage

And from this backlog of 12 years' effort now there is a double barrage of advanced underwriting and quality referred leads, in greater number, perhaps, than I can adequately handle.

But these plans, this long-range vision, this thoroughness, this careful cultivation of a selected clientele—these are not my ideas.

From the start I have had the splendid advice and guidance of

my general agent, and my associates. A great many of you know my senior partner, Alden Smith. My general agent, Tom Proctor, is genially known among the underwriters of our company as "Mr. Northwestern" himself. Add to that the trust, experience and advice of my partner, Arthur Reed, and the vigor and enthusiasm of my two younger partners, Fred Kissling and Alden Smith Jr.—and the total result is bound to be constructive.

For all this I am most grateful, and I hope this talk may serve, in a similar way—to anyone willing to find out that sometimes "the hard way is the best way," after all.

## N. E. Life Holds Party For Buckley

New England Life held a reception Tuesday night in honor of L.



L. M. Buckley

Mortimer Buckley, general agent at Dallas, who has been chairman of General Agents & Managers Conference for the past year.

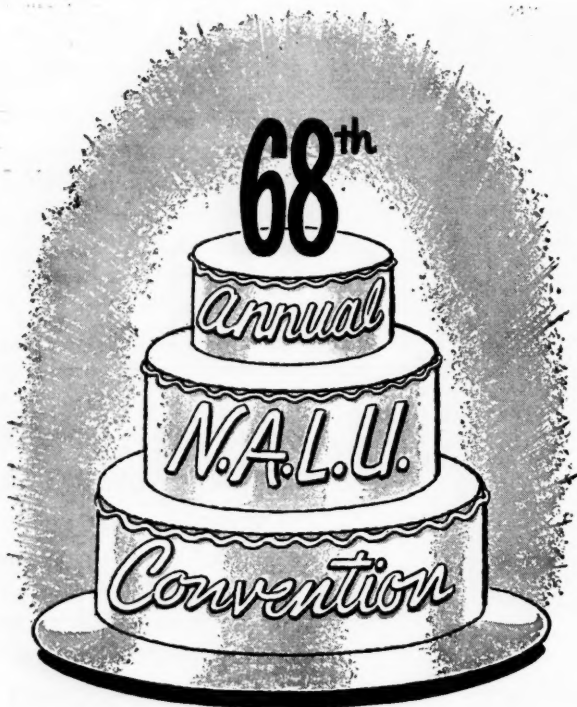
Representing the home office of New Eng-

land Life were Lambert M. Huppeler, vice-president; Homer C. Chaney, 2nd vice-president in charge of agencies; C. Earle Armstrong, director of agencies, and Vernon L. Jewett, supervisor of conventions and agent financing.

Mr. Buckley entered the business with North American Life in 1928, went with Provident Mutual in 1932 and joined New England as a supervisor at Chicago in 1940. He was named assistant general agent at Houston in 1942 and general agent at Dallas in 1945. He is past president of Chicago CLU chapter, Chicago Assn. of Life Underwriters and Dallas General Agents & Managers Assn. He has held all offices of Texas Assn. of Life Underwriters and was elected national committeeman in 1951 and reelected in 1954.

### Public Service Competition

A hundred local associations were enrolled in the 1956-57 public service award program sponsored by National Assn. of Life Underwriters and Institute of Life Insurance. Their public services include a river rescue station in Illinois, cancer crusades in Texas, heart fund drives in Minnesota and Idaho, blood donors' programs in California and Nebraska, and many donations of time and money to support community chest, Red Cross, YMCA, anti-litterbug, traffic safety, cerebral palsy, recreation and rehabilitation drives.



We salute the members of the National Association of Life Underwriters, on the occasion of their Sixty-eighth Annual Convention, and commend them for their continuing and effective efforts in advancing the standard and scope of life insurance sales and service.



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from the

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Robert E. Beisel  
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Ray H. Wertz  
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Detroit

Green-Shoup  
Grand Rapids



## Group, Specials Help The Agent, Says Dowell

Group coverages and "special" policies, far from harming the agent, actually help him, Dudley Dowell, vice-president of New York Life, said in his talk at the agents forum, sponsored by the agents committee, during the NALU annual meeting at Detroit.



Dudley Dowell

By DUDLEY DOWELL

American business generally, and the life insurance business in particular, have experienced a vigorous, healthy, and remarkably steady growth since World War II. There is nothing in sight, that I can see to disturb our confidence in a continued upward trend in total sales of life insurance. Of course some markets have expanded faster than others. New products have been introduced, and their acceptance has been very impressive. From time to time during this period of dynamic expansion, we have naturally witnessed changes in marketing methods, or to put it more accurately, some change in emphasis.

### Questions Raised

In the last few years various questions have been raised as to where these changes are taking us. Doubts have been expressed that the changes are entirely healthy. Theories have been offered, to the effect that dangerous pressures are at work, tending to narrow the markets that are essential to the average agent—pressures tending to reduce agents' earning power and to undermine the agency system.

I have never been satisfied to brush these misgivings aside. I have given a lot of thought to the

trends in our business, and have studied their implications as carefully as I know how. In the last analysis, I cannot share the misgivings of those who feel that the essential welfare of the agent is threatened; and, very briefly, I would like to tell you why I have no such fears.

### Considerable Diversity

At the outset, let us note that there is considerable diversity among the companies in their approach to new products and new methods. There is no uniformity, no claim to a final answer as to the best way to meet the public's need for insurance. This diversity is, on the face of it, a healthy sign; because it is a fundamental principle, deeply rooted in our way of life, that progress comes only through experimentation. And progress is most swift and sure when the experiments are tested under competitive conditions, so that the customer—the insuring public—becomes the final judge of what will succeed.

To be more specific, let us consider very briefly, for example, just two of these trends. First, the trend toward the expansion of group coverages, and secondly, the trend toward the introduction and advertising of special policies often at lower premium and commission rates.

Now, I cannot speak for other companies, but I can say with conviction that these particular trends have not hurt the New York Life agent yet. On the contrary, they have helped him.

Too much heat—and too little light—has been generated on the expansion of group insurance. The stubborn facts seem to show that in spite of the tremendous growth of group insurance, ordinary sales during the same period have scored their greatest gains, both relatively and absolutely. Those companies most active in group have grown



A Texas trio, all of Republic National Life, at the NALU meeting are, left to right, Howard Channell, Dallas; Harry Leak, Dallas and Jack G. Oltorf, Midland.

the fastest in ordinary sales.

Group insurance certainly has helped many New York Life agents to supplement their regular earnings and to obtain additional prospects for ordinary sales. Among the agents that were with us throughout the year 1956, 10% were credited with selling at least one regular group case—that is, a group with 25 or more lives. These group writing agents also sold 5% more ordinary policies than other agents did; and their average policy size was 27% bigger. Their earnings from all sources combined averaged 55% higher than the earnings of those who sold no group insurance during the year. The same sort of thing shows up when you analyze our small group experience. 22% of the agents that we had during 1956 sold some small group. These agents had a superior record in selling individual policies and their earnings were correspondingly greater.

We find that in 1956 our ordinary business provided about 90% of to-

tal compensation paid agents, but the 10% contributed by our company's new lines amounted to the substantial total of \$3,353,000. The rate of increase in compensation in 1956 on all new lines of business was, of course, much higher than on ordinary.

### Could Not Get Results

You could not get results like this if the placement of group insurance killed off the market for ordinary. Nevertheless, the most irrepressible "group ghost" is the one about the agent being squeezed out of his biggest natural market—those earning below \$10,000 per year. The New York Life is doing very well indeed in that market. Actually, when you examine our recent sales of special whole life policies, and remember that the amount of each policy is \$10,000 or more, you find that two-thirds of all these large amount sales were made to people whose incomes were \$10,000 or less. If that repre-

(CONTINUED ON PAGE 36)

## GREETINGS TO THE N.A.L.U. AT DETROIT

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*From the*  
**NEWARK**  
**GENERAL AGENTS**  
**AND MANAGERS**

## Salary Savings Sale Built On Social Security Proves Lucrative Package

(CONTINUED FROM PAGE 11)

anything else, we're going to have one miserable time, aren't we?

"So, consequently, because of his concern, he has started this unit, through which, if you desire, you may save in much the same systematic way as you have been saving in your social security—through the automatic payroll deduction—saving before you ever see it, which for most of us is the only way we can save anything anyway, isn't it?" Here I have a chart on which I have shown ages from 21 through 55, divided into \$1, \$2, \$3, \$4, and \$5 a week, showing the amount he would have at 65, and the amount his family would have should he not live.

At this point, I have decided from his income and apparent responsibilities, what I feel he can

save and not pay too much attention to it, and I'll say something like this: "Tell me, John, do you feel you could save \$3 a week, and still eat the same thing, dress in the same way, live in the same house, drive the same car, watch the same TV set, etc.?" Sixty percent of the time he says yes, or he may say something like this: "If I started with only \$2 now, could I add another dollar or two later on?" Of course he can, and I get four signatures, collect the preliminary term to give the bookkeeper time to deduct the first monthly premium, and go on to the next one.

There have been a few weeks in which I have written as high as 50 applications in this manner, all small ones, but they add up!

This, I find is a very satisfying

package to sell, because in most cases, I deal in a socio-economic bracket that otherwise I would not have the opportunity of approaching. It is also a bracket that rarely would have an opportunity of talking with any life underwriter. It is also a group in which the need is more glaring and more apparent than in any other field I have thus far encountered. The employer is pleased with it, because it amounts to adding a personnel counselor to his staff at no cost to him, and I am pleased with it because it has completely solved my prospecting problems, it has stabilized my monthly income, and I believe when I tell you that I have written a little over \$600,000 in this medium in less than two years, you will be able to see that it has been a very profitable package for everyone concerned—the employer, the employee, and me!

## Local Papers Excell As Promotion Aids In Insurance Weeks

(CONTINUED FROM PAGE 14)

stitute leaflets, books to libraries and radio and TV presentations.

Although the responses were not as numerous as had been hoped, we believe they represent a sufficiently adequate cross-section to show what is being used and what is needed. With only a handful of exceptions, the respondents regarded Life Insurance Week as a very fruitful endeavor.

Another public relations piece that has found good response is "Measure of a Man," new film of the Institute of Life Insurance. Committee members who have used it, some on more than one occasion, report it well received.

Additional newspaper ads for use by local associations are in the works at headquarters. If well received by the members, they will be made available in matrix form.

## Provident Mutual Dinner

Hosts at Provident Mutual's dinner Thursday night in Sheraton-Cadillac hotel are Lewis C. Sprague, vice-president and manager of agencies; C. Gordon Ferguson, director of sales; E. Roy Hofmann, associate manager of agencies; James F. Sutor, assistant manager of agencies; William F. Sessoms, supervisor of agency department administration; Charles E. Probst, manager of the group department; A. Frederick McLaughlin, superintendent of group sales, and Harry M. Barkley, group manager at Philadelphia.

## Gulf Life Representatives

On hand from Gulf Life's home office are W. J. Hamrick, agency vice-president; M. D. Miller and L. T. Bates, assistant agency vice-presidents, and Nevin M. Summers, consultant in the estate planning department.

## Field Practices Unit Urges Effective Ways Of Policing Ethics

A recommendation that the NALU bylaws be changed to provide a more effective method of investigating and evaluating reported serious infractions of the ethics of NALU by any agent or company were contained in the draft report of the field practices committee,



William H. Pryor

headed by William H. Pryor, Connecticut Mutual, Wauwatosa, Wis., as issued to members of the national council in advance of the meeting at Detroit. Following is an abridged version of the draft of the report.

The field force has been increasingly disturbed by the influx of policies being issued by life insurance companies that are designed for their sales appeal to the uninitiated buyer rather than as a life insurance designed for protection against the hazards of premature death and of old age.

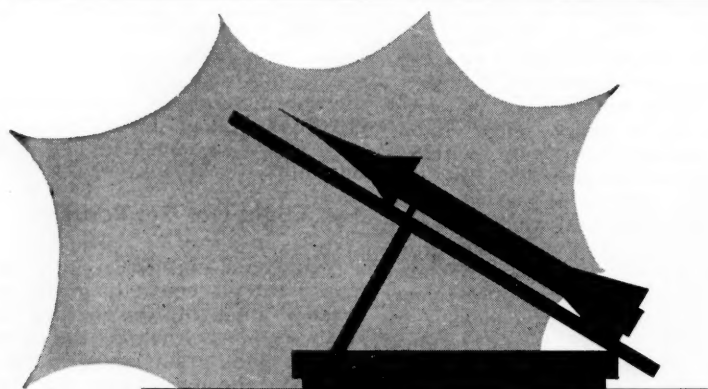
The problems that have been created by this type of policy issue can only be corrected at the source, by the companies that prompted them. Since we still have state regulation of life insurance, the fault would seem to lie in the lack of adequate insurance codes or the failure to enforce properly existing laws by the insurance departments of these states.

We can report, however, that much progress has been made. In many states, through the combined efforts of local associations and members, the professional staff of NALU, and the committee on field practices, the insurance departments have cooperated to apply effectively existing law or to amplify their codes so as to outlaw the issue of the semi-tontine and related types of policies.

On the other hand, there is a great task remaining. In some areas the financial resources and the political power of the offending companies have been unleashed in opposition to our efforts to curtail these unsound practices. In order for us to gain a complete victory, there can be no let up on the part of the state and local associations and the members of this committee.

The general measure of success of this committee against semi-tontines and related policies has been accomplished by the constant and continuous efforts of former chairmen and members of this committee. A heavy load has been placed on those chairmen of other years. Important matters for committee consideration have had to

(CONTINUED ON PAGE 39)



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## Says Agent Should Make Choice: Specialist Or General Practitioner

(CONTINUED FROM PAGE 10)

convertible term, supplemental term, mortgage term, term plus family income, etc.

The very agents who sell so much term insurance frequently complain about the inroads mutual funds are making in our business, not realizing that we have created a favorable climate for the sale of mutual funds by pushing so hard for a large volume of term business.

I realize that the high cost of living, high income taxes, and general economic conditions today make it difficult for many young fathers and young business and professional men to secure sufficient life insurance to provide the standards of living their families will require. Also, we must all agree that in some instances the start of a program of life insurance should be a term policy.

However, I cannot understand why it is necessary for us to sell so much term insurance and other low-priced plans, when those same policyholders are buying the most expensive homes, the finest furniture, the most glamorous clothes, the most luxurious automobiles, the fanciest foods and other luxury items.

At a time of the greatest pros-

perity in the history of our country we are compromising our position by selling the lowest priced insurance possible.

The real estate people have sold the idea that it is cheaper to own than to rent—and they have made fortunes by doing so.

In the sale of term insurance to prospects who could and should save money, we say, "Why own your life insurance? Why don't you let us rent it to you?"

Is term insurance really low-priced? And for whom—the insured, the beneficiary, the company, or perhaps just the agent?

### More Than One Way

There is more than one way for low-priced insurance to cost you. The commission scale is frequently low and the premium is low, too. Let's beware of a price war waged at the expense of our agency organization.

When you concentrate on low price and low net cost you give the prospect only one reason to buy.

When you talk about retirement benefits, cash for emergencies, education for the children, paid up policies, plus death benefits, you

are able to give your prospect many reasons to buy, some of which may appeal to his selfish interest.

Incidentally, there is no reason the prospect shouldn't buy life insurance for selfish reasons. Actually many of the largest owners of life insurance are selfish men—selfish to the extent of wanting the best for their families if they do not live to complete their plans personally, and the best for themselves if they live to a ripe old age.

They say owning life insurance requires

Unselfishness in a guy  
To keep on making payments  
As the years go passing by.  
But that's a lot of nonsense,  
As you can plainly see;  
'Cause the dearest things in all the world  
Are the things that belong to me.  
You can call it what you like, sez I,  
For me to make a plan  
To keep the family living right  
Till Bill becomes a man.  
'Cause Bill's my little boy, you see  
And I'm a selfish guy  
To make some plans to help him out  
As the years go passing by.

Yes, if you sell the best plans in the rate book and refuse to compromise with low price, you will find yourself making larger commissions and your policyholders will one day thank you for helping them buy quality as well as quantity of insurance.

Life insurance more than any other savings plan provides the gentle compulsion necessary to turn good intentions into enduring

habits of thrift.

After all, prospects don't buy life insurance because they think they are going to die, but because they know that others must live and the chances are two out of three that it will be the policyholder himself.

Why should we go back 20 years to the old technique of selling "die to win" insurance, when we can reward the thrifty man with the results of his thrift with the "live to enjoy" types of insurance?

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Hosts at John Hancock's dinner Thursday night in Sheraton Cadillac hotel are Byron K. Elliott, president; Frank B. Maher, vice-president, district agencies; R. Radcliffe Massey, vice-president, general agencies, and George Vinsonhaler, 2nd vice-president, general agencies.

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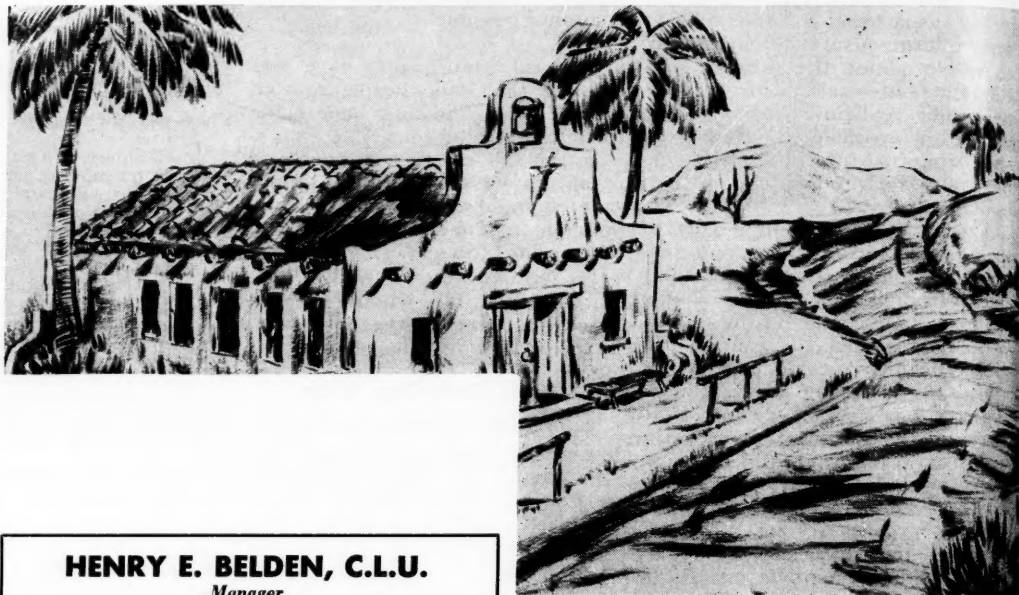
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## Group Coverages, Specials Help The Agent, Says Dowell

(CONTINUED FROM PAGE 29)

sents being squeezed out of a market, let's have more squeezing!

Now these statements do not imply support of unlimited amounts of group insurance, nor do they imply that large amounts of term insurance are what an insured should own, even though I have not heard of any efforts to enact legislative limitations as to the amount of individual term insurance a man can buy.

Now, finally let's consider some of the alleged evils of the "special" or "economy-sized package." Is

there any agent whose earnings would have been greater if his company had not introduced a special policy? Obviously not. Would many agents have been able to sell as much as they did, if their companies' national advertising had not mentioned this innovation? Certainly not, and we have plenty of evidence in our own company to prove it. Naturally, every agent would be happier with a 55% than a 50% first-year commission. Who wouldn't?

But with higher loading for a

higher commission, the product could not be priced at a rate where it could be as readily sold. We simply have to accept the premise that these special plans of insurance have to be viewed as a package. In the aggregate when all their features are considered together, their introduction had the effect of increasing rather than decreasing the agent's earning power. Commission rates always have to be established so as to achieve a balance within a complicated context of competitive pressures. What counts is the final net effect on the agent's earning power, and this has been rising, not falling. When it comes to commission rates—90% of nothing is still nothing.

### Figures Not Available

As you know, figures on agent earnings are not available on an industry basis. But even if such figures were available interpretation would be difficult because of multiple-company representation, part-time agents and other factors. Our own agents, including all with a year or more of experience, had average earnings of more than \$7,300 in 1956. This was 41% higher than in 1950,—much greater than required to offset the increase in living costs over the same period. Our more experienced agents, five or more years with the company, did even better than that. For example, our active senior Nylics—those with 20 or more years of service, had average earnings of more than \$10,000 in 1956, or 71% greater than in 1950.

Competition among companies for new business sometimes tends to exert a downward pressure on the rates of commission. Let us admit this frankly. But let us not forget that this theoretical downward pressure on the rates of commission is met and balanced by an upward pressure on the amounts of commission due to another kind of competition—the ever-intensifying competition for sales manpower. The equilibrium that has been reached between these two forces has been an increasingly satisfying one for the agent, judging by the trend in his earnings. And there is absolutely no reason to expect any adverse trend to develop in the foreseeable future.

### Trend Favors Agents

Even with the fundamental trends in our business favoring the agent rather than working against him, we still don't need to regard all the old ways of doing things as sacred and untouchable. The composition and character of today's market are undergoing many basic changes.

The life insurance business, therefore, is always adapting itself to constant changes by modifying the forms of protection it offers, and the terms on which they will

be sold. If the public wants a considerable layer of group protection, our job is to supply it. If the public wants a considerable layer of temporary protection to supplement its permanent forms of life insurance, our job is to supply it. As people become more conscious of their need for protection against the hazard of accident and sickness, we have a job to do in that area too. If these trends happen to change some of the ratios and proportions that we have become accustomed to, there is no cause for alarm. As far ahead as I can see, our industry will always need an increasing number of well-trained career agents. That being so, the life insurance industry must provide opportunities for career agents to earn an ever-rising average level of compensation.

While these considerations lead me to take an optimistic view of the future economic position of life insurance agents generally, I do not want to leave you with the impression that we can in any way be complacent about the road ahead. We are all under competitive pressure—both agents and management alike. In the last analysis, the consumer is the piper and we must dance to his tune. The demands of the consumer are forever changing. We must adapt to these changes or fall by the wayside.

### Adaptable Agent Best

The most successful agent of the future will, therefore, be the most adaptable agent. If the pattern of demand calls for increasing proportions of group, or A&S, or special plans of individual insurance, or whatever new things may be evolved, then agents who want to preserve their relative position in the economy must learn to market these new coverages and without too much delay.

In our dynamic society there can be no vested security of earning power for the unadaptable individual. But as long as human beings need to be persuaded to buy life insurance, the skillful and timely application of personal persuasion to the task of selling insurance will be well rewarded. Our agency system, as now constituted, is one that offers a splendid career to the man who strives to keep his knowledge and skill abreast of changing sales opportunities and changing sales problems in our field of business. Regardless of all other trends, this basic feature of the agency system has remained firm. That being true, the agency system will continue to remain the cornerstone of our marketing structure.

### Dominion Life Dinner

Dominion Life will have a dinner Thursday night at the Park Shelton hotel, Detroit. Steele C. MacKenzie, assistant general manager and superintendent of agencies, will be the host at the dinner for all Dominion Life representatives at the NALU annual meeting.

## WELCOME TO MICHIGAN N. A. L. U.!

While you're here—drop out to see what we consider to be a beautiful new Home Office Building and meet our staff.

The Great Seal of the State of Michigan proclaims: "If you seek a beautiful peninsula—look about you." We presume to add: "If you seek a sound, aggressive insurance firm—look about you—at us."

We're not the largest insurance company in the Midwest, but we're mighty proud of having more than \$250,000,000 of insurance in force.

We don't have the largest staff, but our record of service has placed us among the important industries of this area.

And, as the oldest old-line legal reserve stock life company in the State, we extend to you a welcome. We're glad you're here.



**MICHIGAN LIFE**  
**INSURANCE COMPANY**  
ROYAL OAK, MICHIGAN

Providing security the helpful, human American way is our business.



## ORLANDO

LARGE EASTERN MUTUAL LIFE INSURANCE COMPANY HAS DISTRICT MANAGER OPENING AT ORLANDO, FLORIDA, FOR THE MAN WITH LIFE INSURANCE SALES AND MANAGERIAL EXPERIENCE. IF INTERESTED, SEND RESUME OF PAST ACCOMPLISHMENTS TO BOX 547, JACKSONVILLE, FLORIDA.

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## Insurance, Corporate Dollar Working Together Like Magic

(CONTINUED FROM PAGE 4)

plus. This seems to amaze prospects and certainly gives them the balance sheet concept.

Often our prospect will ask right here: "Are the premiums on this plan deductible?" This is a very definite indication of interest on his part and we consider this a real buying signal, because now we can tell him: "No, the premiums are not deductible—how could they be? A corporation may only deduct items of business expense—and we can see that if your corporation owns this plan for 20 years and then liquidates it into cash it will have had no expense—it has simply transferred assets within its balance sheet. Of course, if the corporation liquidates the plan earlier—say in the 10th year—there has been an expense of \$3,500, which is about \$350 per year. This is so minor, probably less than it costs to insure one of your trucks."

### Magical Arithmetic

On page 3, we demonstrate the magical arithmetic of the salary continuation plan. Here, we are giving our executive's widow \$10,000 per year for 10 years, a total of \$100,000, at no cost to the executive, and not only at no cost to the corporation but at a substantial profit to it.

If there is any magic in the business world, this is certainly it. Well if it isn't magic—it's like magic!

Now we come to the deferred compensation for our executive at age 65. So let's take a look at the status of the key man contract on the books of the corporation when he is age 65:

Here, as you will see, we give the magic of the tax-free death benefit a chance to work for us and our client. Under our plan, the executive receives \$8,000 per year for 10 years after retirement at no cost to him and at no cost to the corporation. In other words, we recommend that the corporation pay the retirement income from current corporate earnings and deduct its payments. Then we reimburse the corporation for its cost through the tax-free death benefits. There's your Magic!

You understand it—I understand it—let's make the buyers understand it!

### Pays The Corporation

Now, we've said some pretty jazzy things about disability benefits under a deferred compensation plan. We said we can give \$10,000 per year to a disabled employee and, in addition, increase corporate earnings by \$6,000 annually to indemnify the corporation for the loss of his services while he's disabled!!

There's nothing complicated about this. The corporation receives \$400 per month tax-free. They pay out \$833.00 per month—

or \$10,000 per year to the executive—at an after tax cost (52%) bracket of \$4,800 per year.

The \$6,000 corporate indemnification: Where does this come from? Under the waiver of premium provision—the cash equity increase directly reflected in corporate surplus of \$3,000 is equivalent to \$6,000 of corporate earnings.

### Subject Is Impressive

This whole subject impresses me. I think it's Like Magic. But there are others who say: "How about the alter ego situation?" "How about the Casale Case?" The attorney or accountant can say, "How can we be sure of the tax situation?" or "Even if we agree with the tax implications today—how can we be sure of the tax situation a few years from now?"

Truthfully, I don't have the answer for all these questions. As a matter of fact, I don't have the answer to any one of these questions. But this I do know—and I know it without reservation—When this key man dies, becomes disabled or retires there is going to be a need for cash. It might be to indemnify the corporation to give it the same result that greatly increased sales would—just when needed the most. It might be to provide income to his widow. It might be to provide disability income on a favorable tax basis both to him and to the corporation. It might be to provide retirement income to him—at a cost to the corporation

cheaper than other means, including a qualified pension plan.

But, whatever the circumstances—way out there in the future—corporate owned life insurance will provide cash cheaper than any

other investment vehicle. When you put life insurance with the corporate dollar, it's magic: At least it's "Like Magic."

A. L. Kirkpatrick, manager of the insurance department of U. S. Chamber of Commerce, is attending the NALU convention.

## The Keys FOR Successful Agency Building

### CAREER COMPENSATION PLAN

A 2-year plan—liberal to both agent and general agent.

### PRODUCTION INCENTIVE AGREEMENT

A contract for prospective agents unexcelled by leading companies.

### TRAINING ALLOWANCE

General agents paid a substantial amount for recruiting and training.

### PLUS

Life-time Service fees • Success-proven training courses • Basic and programming schools • Business and tax seminars • Check-o-matic and premium deposit plans • Special college senior plan • Complete line, low-cost life, accident, sickness, hospitalization, and major medical policies.

WALTER H. HUEHL, President

ARNOLD BERG, C. L. U., Agency Vice-President

## INDIANAPOLIS LIFE

INSURANCE COMPANY

Mutual—Established 1905

INDIANAPOLIS 7, INDIANA

AGENCY OPPORTUNITIES in Colo., Fla., Ind., Iowa, Ky., Mich., Minn., Mo., Neb., N. D., Ohio, S. D., Texas, Wis.

## The Protecting Hand

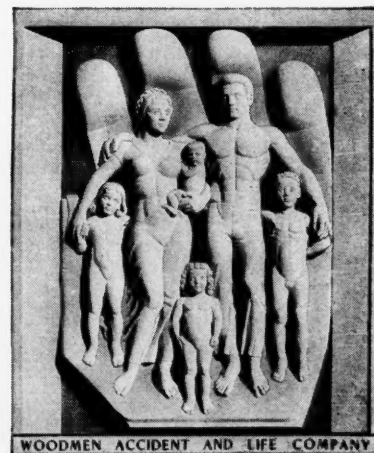
This sculptured symbol was created to dramatically picture the role Woodmen Accident and Life Company insurance plays in supporting and protecting the family circle. Rewarding futures with this progressive pioneer in personal insurance are available in 26 states and Hawaii. For complete information, write L. J. Melby, agency vice president.

E. J. Faulkner, President

## Woodmen Accident and Life Company

Lincoln, Nebraska

A MUTUAL LEGAL RESERVE COMPANY • ESTABLISHED 1890



WOODMEN ACCIDENT AND LIFE COMPANY



## Era of Multi-Line Sales Could Mean Fewer Agents Making More Money

(CONTINUED FROM PAGE 7)

fire (and already has) by practically challenging life companies to invade the casualty field.

After all, for years the life companies have housed, subsidized, and otherwise supported casualty brokers (even at times have had brokers under pensions, etc.). Why, then, can they not, in a similar fashion, extend their operations by offering interesting general insurance products and attractive commissions and assistance to the brokers?

As of the moment, the cat can jump either way, but in any event, I think it's safe to say that all-out insurance coverage and multiple selling is here!

And as a result, it would seem that we are likely to expect almost as many changes in the next few years as we have seen to date.

Here are some of the changes I think we might expect:

1. Changes in product (packages all-inclusive).

2. Changes in merchandising methods, such as complete monthly basis-discount for annual and tie-in advertising.

3. Changes in compensation methods (yearly renewal as in casualty).

4. Company organization (all training and field supervision stemming directly from the home office possibly paid (partially at least) by the home office, eliminating the manager or general agent by life-casualty companies.

5. Possibly national supervision. In today's economy big business is crossing state lines, making this a necessity, and uniform laws will have to be forthcoming.

Now where will the agent come in?

There may be fewer than to-

day's total of life and casualty combined, but they'll cover more ground and make more money. And I believe they'll tend to fall into four groups:

1. The "top" ordinary group. The MDRT, CLU, estate planner-pension operator who will continue to serve the rich but minor (5% of the buying public), plus general business he does now.

2. The capable middle ordinary underwriter will continue to serve the most important market, the \$4,000-\$10,000 income (35-45% of public). He will also tend to sell some general lines as well as he does now.

3. The direct salesmen who are paid salaries by companies and will sell and service very large cases directly.

4. Small groups of specialists who will set up cooperative operations and practice as doctors do today.

### Only One Man's Guesses

Of course, these are all one man's guesses, and your guess is as good as mine. And, of course, major changes such as these, will take a long time coming and will affect mostly the younger men here. Nothing like this ever happens overnight.

Life insurance is changing and it's going to continue to change. The changes have come so thick and fast that many agents are groggy, confused. Well, when you get confused, give yourself a little break. Take time off to do a little investigating about what really is happening. Take time off to do a little serious thinking, for as someone said, "Very few of us really think—we merely rearrange our prejudice."

Among those of the early arrivals at the reception at the NALU meeting in Detroit, are left to right, Gus Halloran, Baltimore Life, Williamsport, Pa.; Hunter Hammill, Phoenix Mutual, Philadelphia, and Jack A. Stewart, Phoenix Mutual, Cleveland.



Of course, there is a restlessness among field men, and home office leaders are groping for a sense of direction. We do have more problems than ever before, but with it all, I believe we are in the most exciting era of life insurance history!

Actually, it would have been a tragedy if things like the changes didn't happen. It's wonderful that at long last, companies and men are willing to experiment, willing to make some mistakes.

But no one has yet discovered a better formula whereby the stroke of a pen a man can create an estate for himself and his family.

And we're finding more and more ways of adding new services to our product and services.

Life insurance is still the dominant force in financial America, still the most effective savings device, still the most democratic business and one which probably offers the finest opportunity for personal growth.

The changes will come—but there will be a place for all who think, who decide where their place in the changing structure should be, and who roll with the punches in the early rounds and stay in fighting.

## Provocative Slide Presentation On SS Unveiled At Detroit

One of the most provocative items on the program of the annual NALU convention at Detroit was the first showing of a slide presentation entitled "Can We Have Sound Social Security?" The 22-minute narrative has been produced by the NALU social security committee, under the chairmanship of Albert C. Adams, John Hancock, Philadelphia, and was unveiled at the committee meeting Monday afternoon.

The presentation is the latest result of NALU's long years of campaigning to maintain a sound economy and to contain haphazard and potentially dangerous politically-inspired expansions of the original social security "floor of protection."

Many of NALU's 70,000 members not attending the convention will soon be able to view the thought-provoking program locally. The film also will be distributed through more than 700 local associations of NALU for showings before local civic, service, business, and fraternal groups. Accompanying it will be a special social security information kit, with instructions for showing the slides, fact sheets, press releases, etc.

Mr. Adams calls this slide narrative the keystone of a countrywide campaign "to prove that the old age and survivor insurance program is not cheap and show that more and larger benefits will have great costs to the nation's workers. This is in keeping with NALU's steadfast efforts to promote individual thrift and security and to assure solvency for OASI and the American economy."

### From Occidental Of N. C.

R. H. Britton, director of training, and B. R. McCotter, agency secretary, are attending the convention as representatives of the home office of Occidental Life of North Carolina.

### Hosts For Home Life

Hosts at Home Life's dinner Thursday night in Whittier hotel are John H. Evans, vice-president-sales, and Francis Low, assistant to the president.



Among this pleasant-looking group were some of the hosts and hostesses of a tea and reception given by the Detroit association for early arrivals at the NALU meeting in Detroit. Left to right are Mac F. Begole, Massachusetts Mutual, state national committeeman, Ann Arbor, Mich.; Frank Howland, Massachusetts Mutual, Detroit, arrangements chairman for the convention; Mrs. Howland; Charles R. Warren, Massachusetts Mutual, Oklahoma City; Clifford Lundgren, Equitable Society, president of the Detroit association; Mrs. Warren, and Mrs. Lundgren.

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## Once 'Poor' Talker, Now Voice Of NALU

(CONTINUED FROM PAGE 3)

and in 1920 received a bachelor of science degree in economics.

After a year which offered little promise as a clerk and solicitor of new business for Mercantile Trust & Deposit Co. of Baltimore, he quit and landed the clerk job with Connecticut Mutual that led to his becoming an agent. In his first 11 months he earned only \$30 a month but was not discouraged.

"My first case was the most satisfying I've ever had from the standpoint of real benefit to the policyholder's family. And it was a death claim before the policy could be issued," Mr. Adams recalled. "I sold this young fellow on Friday. He was killed the following Tuesday in an automobile accident. His mother had told him not to buy the insurance. When I delivered the check, for \$2,500,

which was a big amount in those days, she didn't want to see me and asked to be excused. That family really needed the money. The father had run away leaving her with three boys and a daughter. The \$2,500 went a long way for them, and later other members of the family bought insurance from me."

Seeing from this how life insurance could benefit limited-income families, Mr. Adams worked zealously and soon was on the way up.

In 1926, John Hancock hired him and he has been with them ever since. First he was in Baltimore as supervisor for Maryland and the District of Columbia. In 1929 he was elevated to general agent for Connecticut, and in 1939 he accepted an offer to organize

a new Philadelphia agency.

Organizing a new agency from scratch is an exacting, time-consuming operation, yet within a year Mr. Adams had a going concern with a staff including agents, supervisor, clerks and others and with a million dollars of life insurance on the books.

### Has A Philosophy

"I have a sort of philosophy on agency operation and life insurance sales," he related. "It is that if the transaction is not good for the client it's not good for me." This fits in with Mr. Adams' high regard for the industry's national quality award. Agents qualify for this under a mathematical formula which, stated in general terms, requires that a substantial volume of business be written and a low lapse ratio maintained. Only 4% of agents win it. "We have an office rule on the national quality award," he says. "It is that if a man doesn't qualify as soon as he's been in the business long enough to be eligible, out he goes." The award emphasizes not so much volume of insurance written as its permanence or "quality." The theory is that all concerned—especially the policyholder—benefit when the protection is permanent, whereas, no one benefits when it is lapsed.

When World War II erupted, Mr. Adams took time off from his agency operation and again volunteered his time and energies, this time to the Defense Bond

drive. Using the same vitality and aptitude which made him a success in his business, he left his office for more than a month, and as chairman of a Philadelphia campaign, he was instrumental in setting up an organization which sold \$28 million of bonds and which was hailed as being among the most effective in the campaign.

The new NALU president has held every office in the Philadelphia and Pennsylvania agents' associations, was 1945 president of John Hancock General Agents Assn., and has been an officer or trustee of NALU since 1952. He is holder of the Philadelphia association's coveted president's cup, awarded "for sustained interest in association activities."

He is a member of the Presbyterian Church, U.S.A., a 32nd degree Mason, and member of the Shrine, University and Down Town clubs of Philadelphia and Aronimink Golf club of Newton Square, Pa. An ardent golfer, he has a handicap of 11.

His son, Albert C. Jr., is supervisor in his agency. There are two other children, Mrs. Reuben Benner of Erlton, N. J., and Mrs. F. Forbes Hauptman of Hartford, Conn.

## Urges Effective Ways Of Policing Ethics

(CONTINUED FROM PAGE 30)

be postponed for no reason other than lack of time.

After conferences with those chairmen to draw upon their experience, and after thorough discussion of the problem at our Roanoke midyear meeting, your chairman requested the president to authorize the formation of a subcommittee of the committee on field practices. This subcommittee's responsibilities and duties are directed to the matters and problems related to special inducement policies and is called the "committee on special inducement policies."

The committee is small of necessity but will be expanded as occasion arises so as to have a well informed member in active charge of any situation arising in his locality. The committee chairman will present a report of progress and of recommendation at the 1957 convention.

### Mass. Mutual Executives

#### Here For Annual Dinner

Hosts at Massachusetts Mutual's dinner Thursday night in Sheraton Cadillac hotel are Leland J. Kalmbach, president; Charles H. Schaaff and Charles G. Hill, vice-presidents, and Kenneth W. Perry, 2nd vice-president.

Also, Robert J. Ardison, director of field service; James R. Mar-

tin, director of agencies; Frank L. Meeske, superintendent of agencies; James T. Houghton Jr. and S. Alberta Stutsman, agency assistants.

### Commonwealth Life Hosts

Commonwealth Life's Thursday night dinner in Statler hotel has as hosts Homer D. Parker, executive vice-president; Bernard E. Wilson, director of branch office agencies; H. R. Reynolds, J. C. Grubb and L. G. Neikirk, directors of district office agencies; and E. A. Trask Jr., superintendent of agencies.

### Here From Life Of Georgia

Attending the convention as representatives of Life of Georgia's home office are W. S. Owen, vice-president for business development; I. M. Sheffield Jr., chairman; Rankin M. Smith, vice-president for field operations; U. H. Prickett, assistant director of training; T. D. Wakefield, director of training; and G. S. Cutini, director of agencies.

### Equitable CLU Luncheon

Lowell Eklund, assistant director of continuing education services at Michigan State university, is the speaker at the annual luncheon meeting of Equitable Society's CLU Assn. on Thursday at Hotel Statler.

### From Liberty National

Attending the convention from the home office of Liberty National Life are Charles T. Clayton, vice-president, and Stanford Y. Smith, director of manpower development.

### On Hand From B.M.A.

G. J. Tritch, field manager of Business Men's Assurance, is representing the home office at the convention.

### Columbus Mutual Dinner

Hosts at the Columbus Mutual Life dinner Thursday night in Wayne club are Ben F. Hadley, vice-president and director of agency administration; Fred C. Adams, superintendent of agents; Ralph E. Waldo, agency organizer; Allen R. Lewis, assistant superintendent of agents, and Franklin T. Phillips, director of training and education.

## GROW WITH ULICO

1957

1956

1955



\$146,075,266



\$876,207,441



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Increase of insurance-in-force is a reliable method of measuring the growth of a Company. The outstanding development of The Union Labor Life Insurance Company in the last decade was achieved by industrious men selling a first class product to a select market.

ULLICO is on the threshold of becoming a billion dollar Company!

If you want to share in this growth and enjoy a career with a Company that is going places, contact:

AGENCY MANAGER

**The UNION LABOR LIFE INSURANCE COMPANY**

200 East 70th Street

New York 21, N. Y.

EDMUND P. TOBIN, President



## Committee Restates 'Jumbo' Concern

(CONTINUED FROM PAGE 13)

support for enactment of the formula from a number of their important member companies.

3. Our committee has had under consideration the following proposal, suggested by our chairman:

"That this committee recommend that the federal law and legislation committee propose to the appropriate congressional and/or Treasury Department officials that all premiums paid by employers for group life insurance, where the total combined coverages on any one life exceed the maximum amount prescribed by the 20/40 formula contained in the NAIC model group life insurance definition, shall no longer be allowed as necessary business expense deductions."

The committee was polled by mail, and seven members voted against the proposal, while two favored it. One member did not reply to the mail ballot.

It should also be noted that at its annual convention on June 22, 1957, the California association adopted a resolution bearing directly on this same point.

The California association, after reciting that the "important impetus responsible for the growth of jumbo group is an artificial tax shelter under federal statutes, which shelter was never intended for jumbo group cases," urged that NALU seriously consider recommending changes in the federal tax laws "which would eliminate such artificial tax shelters from jumbo group life insurance."

If the national council and board of trustees agree with our committee's decision not to seek federal tax legislation or changes in existing federal tax regulations in an effort to curb the further extension of jumbo limits, then we recommend:

(a) A renewed and intensified effort through the state law and legislation committee to obtain amount limit legislation in the "no limit" states, patterned after the 20/40 formula contained in the NAIC model definition.

(b) An extensive educational

program whereby the public and all of the various components of our agency forces may be helped to understand why unlimited amounts of group term insurance on individual lives are not in the best interests of the public.

(c) Focusing the bright spotlight of publicity on those insurance companies which favor jumbo limits or, perhaps better, publicizing those companies which oppose such limits.

(d) That this committee's successors give careful consideration to the possibility of recommending a revision of the 20/40 formula, keeping in mind (1) that the \$20,000 lower limit contained in that formula has no relation to compensation, may therefore be excessive in many cases, and perhaps should be reduced to \$10,000; and (2) that as a compromise measure, the present upper limit of \$40,000 might be increased to perhaps \$50,000.

In 1956, the NAIC amended its model group life insurance definition to prohibit the issuance of group term life insurance in connection with revocable installment purchase commitments and revocable installment savings plans. This amendment had NALU's active support and if and when enacted into law in the various states, would go far toward preventing tie-in sales of group term life insurance with mutual fund shares.

### Submit Amendment

At the NAIC annual meeting last June, a proposed amendment to the NAIC definition was submitted by an eastern life insurance company which would expressly sanction the issuance of group term life to installment purchasers of securities. General Counsel Dunaway made a statement to the NAIC subcommittee on group life insurance, expressing the fundamental opposition of NALU to such a proposed amendment and to the use of life insurance as "bait" to promote other plans of savings and investment as not being in the public interest.

The NAIC subcommittee took

no action on the proposed amendment in June but presumably will dispose of it at the NAIC's next meeting which will be held in New York City this December.

Our committee's subcommittee on Blue Cross-Blue Shield has reported that it has had a number of meetings in Chicago since the NALU midyear meeting in Roanoke. In the interest of time, we shall simply summarize the report made by the subcommittee to our chairman under date of Aug. 7, 1957.

In its report, the subcommittee pointed out that the Blue Cross and Blue Shield organizations are really 81 separate entities doing business in 45 states, Puerto Rico and Canada. Therefore, the subcommittee feels that a study of the legislative aspects of the Blue Cross-Blue Shield problem would alone "require the full-time services of a competent lawyer or legislative investigator."

The subcommittee also stressed the close ties between Blue Cross, on the one hand, and the American Hospital and American Medical Assns., on the other, and the consequent paramount need for our industry to cultivate the "understanding and good will of the medical profession."

### Must Meet Ad Program

Finally, the subcommittee stated that it felt that it was highly important for the insurance industry to take steps to meet more effectively the "national advertising and public relations program" jointly sponsored by the individual Blue Cross organizations "which has made the indelible impression on the public that Blue Cross is synonymous with hospitalization."

Having made the above observations, the subcommittee stated that it was forced to conclude that it did not have "the necessary facilities to bring these problems to a solution and, in its present position, is quite impotent."

Accordingly, the subcommittee recommended that our association leave the primary responsibility for handling all problems posed by the Blue Cross-Blue Shield organizations in the hands of the American Life Convention, the Health Insurance Assn. of America, the Institute of Life Insurance and the Life Insurance Assn. of America. However, the subcommittee stated its willingness to work with any committees appointed by the foregoing groups.

The subcommittee concluded its report by saying:

"It is the considered opinion of this subcommittee that in the interests of the American public, which has been faced with a constantly spiraling cost of hospitalization and medical care, the time has come for the insurance companies, with their proven ability, know-how, financial stability and service, to secure the preponderance of this business.

"It is apparent that this can only be achieved by an adequate advertising and public relations plan

and a thorough educational program by the companies for their agents on the advantages of insured plans."

Our full committee approves the findings, conclusions and recommendations of the subcommittee and recommends that the national council and the board of trustees do likewise.

## Various Companies Are Dinner Hosts to Agents

Hosts at Lincoln National's dinner Thursday night in Fort Shelby hotel are Cecil F. Cross, vice-president and director of agencies; W. C. Brudi, Henry W. Persons and J. E. Rawles, 2nd vice-presidents, and Clifford L. Gamble, assistant superintendent of agencies.

Guarantee Mutual's host at its Thursday night dinner in Detroit Leland hotel are President Ralph E. Kiplinger; J. D. Anderson, agency vice-president; Floyd E. Reynolds, superintendent of agencies, and Orville J. Surbert, director of training.

Calvin L. Pontius, senior vice-president-insurance, is host of Fidelity Mutual's dinner Thursday night at Fort Shelby hotel.

Hosts of the Equitable Life of Iowa dinner Thursday night at Statler hotel are J. Richard Ward, agency vice-president; A. Scott Anderson, agency secretary, and E. J. Wills, sales promotion supervisor.

Hosts at Canada Life's dinner Thursday night in Statler hotel are J. S. Harris, superintendent of eastern U. S. branches, and P. R. Pepper, assistant superintendent of eastern U. S. branches.

Hosts at Aetna Life's dinner Thursday night at Detroit Athletic club are D. E. Hanson, assistant vice-president, and D. S. Connell, superintendent of agencies.

President Deane C. Davis and Ward Phelps, superintendent of agencies, are hosts at the National Life of Vermont dinner Thursday night at Whittier hotel.

Hosts Thursday night at Guardian Life's dinner at Sheraton-Cadillac hotel are D. J. Lyons, vice-president; E. J. Phelps, agency director, and George Pauldi, assistant field director-Pacific coast.

Phoenix Mutual's hosts for its Thursday night dinner in Park Shelton hotel are Herbert C. Skiff, vice-president, and Clifford L. Morse, agency vice-president.

President Charles J. Zimmerman; Vincent B. Coffin, senior vice-president, and Horace R. Smith, assistant agency vice-president, are hosts for the Connecticut Mutual dinner Thursday night at Statler hotel.

Greetings

to the 1957 NALU Convention

As we begin our 55th year of service, we salute your fine record and wish for you a most successful Annual Meeting.

BRANCH OFFICE AND GENERAL AGENCY OPPORTUNITIES

**The VOLUNTEER**  
STATE LIFE INSURANCE COMPANY

HOME OFFICE . . . CHATTANOOGA, TENNESSEE



## Mary Cassedy Finds Much Satisfaction In Selling Variety Of Policies In Rural Area

Although there are not many large cases written in her area,



Mrs. M. E. L. Cassedy

Mrs. Mary E. L. Cassedy, New York Life, Kalispell, Mont., finds there are so many moderate sized policies to write that they seem to come from a never-ending source. If cultivated, these policies will grow far beyond a person's dreams. The small cases give the greatest delight to the agent and clients because they often represent the best that a person can afford. A variety of coverages are sold by agents who have to do a lot of traveling through the rural area in all kinds of weather. Mrs. Cassedy gave her talk, "Estate Planning and Business Insurance" at the "Sellarama" Sunday afternoon by Women's Quarter Million Dollar Round Table. An abridged version follows.

By MRS. MARY E. L. CASSEDY

If people in the Kalispell area are treated with courtesy and honesty they will remain your friends and will be loyal to you. You are judged here by not what you have but what you do and what you stand for. Since the people are few in number, the underwriter knows clients well and generally becomes quite close to them. The underwriter who works in a rural area must be careful to treat all on equal terms, because the low man today may be on the top tomorrow. Life is funny.

### Not Much Wealth

This area does not abound in material wealth, but the people who are here wish to preserve what they have earned for their own futures and for the futures of their families. They realize that insurance will help preserve those hard-earned holdings. The jumbo cases are not numerous but there are so many of the moderate size policies to write that there is a never-ending source. To some people this never-ending source might be compared to locusts emptying a granary. There seems to be no end. From these moderate-sized policies, if they are cultivated, they grow—and a great number of times far beyond the dreams and the expectations of an individual.

Sally believed in insurance but she had a husband who did not. She was rather a neglected wife, but eventually she knew that she would have an inheritance from her father's estate. The day that these business holdings were transferred to her, she called and asked for insurance. She didn't know what she needed and neither did anybody else, but her chief aim was to start saving money. A series of endowment and educational policies were

written for her and her children. Times have changed and her holdings have become more valuable, and the tax structure of our nation more demanding. She has changed her endowments and added temporary insurance. The educational policies will soon be ready for use and at that time she will convert her term insurance to a standard type with her children as owners of the converted policies. An agent must keep up with the changing times, and while they are growing keep all current and back policies up to date. The public will appreciate it, if they are let in on the new secrets. It is the greatest source of new business if you try to keep it cultivated.

Whenever a new business comes into any area, there is generally a lot of speculative stories of its greatness. A new group of loggers came into northwestern Montana about 10 years ago. A call was made on this group and it was found that they had very little insurance. In fact, the three members had a total of \$1,000 in insurance, with a fraternity house as its beneficiary.

### Making A New Start

They were making a new start, their stumpage was exceptional, and they were being guided by an experienced, sharp father. The result is that they have grown to be a large outfit for this area. Times have been good to them, and they were convinced that they had better build an insurance program. The father contended that he felt their creditors would like them a little better if they knew there was sufficient amount of insurance to take care of their obligations. They have purchased over \$750,000 of insurance since that day 10 years ago. The last group of policies were for stock retirement in their new corporation. The business and its satellites had expanded at such a pace that they were forced to incorporate. Besides their own personal insurance they have a good group, and a great amount of personal insurance has been written among their employees.

### Speaks Of Problem

An editor of a small newspaper spoke of his problem and wanted to know how insurance could solve it. His head printer had come to him when money was tight and he realized the fact that he could not give him the wages that he was entitled to. He told the man that he would be given 10% of all new profits if he remained. The business prospered and he felt that he needed something to compensate the wife if the man should pass away, and then he wanted his business alone. The solution was a key-man policy.

Many people do not realize that an insurance policy is the skeleton that an underwriter will shape to fit their needs. One day a lumber mill operator made the remark that

he had read what business insurance could do and he thought that it must be pretty good stuff. Eventually a group of policies were written for the three partners on a criss-cross basis. When the policies were delivered they were definitely surprised that they looked just like a personal life insurance policy.

There is an agent who works with farmers, and farmers are really the most satisfied people in the world if they are making a living. Tomorrow doesn't bother them too much. To make some of these satisfied clients aware of a serious situation, they have to be jarred. This is done with a question: "Who is going to pay this mortgage?" Of course, the agent expects the farmer to tell him that there isn't any. The agent will then explain to him that when he takes his last breath Uncle Sam and the state of Montana will slap one on immediately. It is an eye-opener and they begin thinking. But still they have to be shown. In the agent's kit is carried a photostatic copy of the recent probated estates in that area but with no names on them. They are chosen from a group that is debt-free. It generally leads into a good programing job and policies if they can qualify. They have been shown the cash needed to preserve their material accumulations. And insurance was the easiest way to provide it.

The small cases are the bread-

and-butter cases not only for the agent but for the people. These cases are the ones that can give the greatest delight. It is great to go down the street or into some public place and be greeted by men, women and children as a friend. No matter how small the case, remember they are giving the best that they can afford to some one that they love. They have their problems and an underwriter has a responsibility in guiding them. It is a challenge.

The operations of the agent in the rural areas are scattered, and one has to do a great deal of driving. Perhaps some people would call it pioneering. Summer and winter we fight the elements, the heat and cold and ice and the snow. A fellow gets awfully weary. Wouldn't you often wonder why a person is so foolish as to stay with a job like this, especially in this area? Then you take a check to some widow and she says, "I can never thank you for stopping that day, because this is all I have left." It might be the beneficiary of the remaining dollars of an annuity saying, "How grateful we are that Johanna had this—because of no financial worries, her life was prolonged." Feeling kind of down, you go walking along the street and everybody is glad to see you. Maybe that is your thank-you. You will think again, and maybe that subconscious thought will really make you believe that you are doing a service to your fellow men.

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Two plans worth being advertised.  
Ordinary Life and term, of course  
Will suit your needs from every source.

**EXECUTIVE WHOLE LIFE** is our non-par plan  
Especially arranged for your businessman.  
Level protection since you needn't borrow  
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**RENEWABLE TERM** for one year or five  
Will make your cost-conscious client revive.  
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	Executive Whole Life	One Year Renewable Term	Five Year Renewable Term
Age 30	\$15.07	\$ 4.95	\$ 5.85
40	21.81	6.46	8.19
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President

**CROWN LIFE INSURANCE CO.**

## Agents Forum Plays To Packed House

(CONTINUED FROM PAGE 3)

wouldn't sell them. He went on to say that he thought agents today are "defaulting"—giving up too easily when the prospect shies away from the investment aspect of life insurance. Agents are being talked out of one of the best features of life insurance—the compulsory accumulation feature—that makes it the best way for most people to accumulate money. They may talk about accumulating it in other ways but the fact is that they don't.

### Don't Be Afraid

Mr. Engelsman urged agents not to be afraid when the prospect asks cost, but to point out that low-cost term insurance means only that the prospect is talking about dying rather than living. Asked if it were wise to let the customer dictate what kind of insurance he wants to buy, Mr. Dowell answered that if people can't get what they want from private industry they are likely to try to get it from the government. He expressed the view that there should be legislative limits on jumbo group and on group-on-group but not as a means of protecting the agent's market and commissions. He said it should be done because there is terrific pressure from corporations to get life companies to exceed sound limits and if legislation isn't enacted some companies are going to get into trouble. But unless key states like New York, California, and Michigan enact group limits, the situation won't be cured, he said.

Asked how the family policy might be expected to affect weekly premium business, Mr. Hamrick said it would probably discourage it "to a degree" but that there will be a market for weekly premium insurance "for a long time to come."

There are three factors involved, he said: Prosperity makes it possible for the former weekly premium payer to buy \$5,000 or \$10,000; agents are trained to sell larger amounts, and agents develop a pride in being able to sell these larger amounts because other agents they know are doing it.

Mr. Johnson was asked why it is that Institute of Life Insurance advertises against inflation but some of its member companies advertise term plans and "specials" which leave more money free for spending. He said that generally the companies issue the kind of policies their agency forces think they can sell because they will appeal to the public. He said that companies give a great deal more heed to what the agency thinks will sell than what the companies create in their ivory towers.

Asked about commissionless group, Mr. Dowell pointed out that very often the commission margins in a policy are used toward the salaries of the group specialists who may spend much time working up a case. The main thing is that no incentive should be given to the buyer to try to get the commission eliminated.

### Nominate Officers

At the national council meeting Tuesday, the nominating committee's slate was formally placed in nomination. As expected, there were two trustee nominations from the floor. William H. King, general agent of Fidelity Mutual Life at St. Louis, was nominated by Herbert A. Hedges, general agent of Equitable Life of Iowa, Kansas City, and R. B. "Tilly" Walker, New York Life, Hollywood, Fla., was nominated by Robert Thweatt, manager of Peninsular Life, Daytona Beach, Fla.

The election is scheduled for

Two men from Metropolitan Life at the NALU annual meeting at Detroit are Harry Levey, left, superintendent of agencies of the western division, Beverley Hills, Cal., and Harry J. Nelson, superintendent of agencies of the midwestern division, Chicago.



Thursday afternoon. Also due for action at that time is the proposal to change the bylaws so that a single committee would take over the functions of the present three committees on relations with trust officers, attorneys, and accountants. The trustees favor this consolidation.

President A. Jack Nussbaum paused in the national council proceedings to recognize Harry Syphus, Beneficial Life, Salt Lake City, a former trustee of NALU, who came to the convention in spite of being confined to a wheel chair because of illness. He was given a standing ovation.

### Tells Of Building Progress

Past president Charles E. Cleeton, general agent of Occidental of California in Los Angeles and chairman of the NALU building committee, gave an enthusiastic account of the progress that is being made toward starting work on the structure, to be located at 22nd and C streets, N.W., in Washington, D. C.

The national council elected the following nominating committee for next year: Joseph Davis, Home Life of New York, Detroit; Vernon E. White, Northwestern Mutual, Albuquerque; Hugh S. Bell, general agent of Equitable Life of Iowa in Seattle; William R. Roberson, Massachusetts Mutual life, Boston; and Herbert R. Hill, manager Life of Virginia, Richmond.

Commissioner Larson of Florida was introduced by Mr. Nussbaum to the national council.

The NALU-LUTC luncheon was on Wednesday, followed by a meeting of the agency management training and advisory committee and an association workshop for the assistance of local and state association officers. Afternoon activities also included sightseeing tours.

Equitable Society was host at a reception for Fitzhugh Traylor, president of American Society of CLU and Equitable's manager at Indianapolis.

That evening, American College held its dinner and conferment exercises. Speaker was Dean Stanley F. Teele of the graduate school of

business administration of Harvard university.

Breakfast sessions on Thursday included the Graduate Society of Life Insurance Marketing Institutes, Texas Trained Seals, and the women agents' "dutch treat" breakfast.

### Speaks At Second Session

The second general session had as its first speaker Umberto Palo, agent of Prudential at South River, N. J. Commissioner Navarre of Michigan, president of National Assn. of Insurance Commissioners, was scheduled as the first speaker of this session but was unable to be present.

There followed the traditional Million Dollar Round Table Hour, with MDRT chairman Howard D. Goldman of Richmond, Northwestern Mutual's Virginia general agent, presiding.

Speakers were Harry C. Cope-land Jr., Massachusetts Mutual, Syracuse, whose subject was "Like Magic—Deferred Compensation Plans" and Joe Thompson Jr., Northwestern Mutual, Nashville, speaking on "The Hard Way Is the Best Way."

### Romney Closes Session

Closing speaker at the Thursday morning session was George Romney, president of American Motors Corp.

Also on Thursday morning there was a meeting of the LIAMA committee on education and training.

Scheduled for Thursday afternoon is the talk of Rep. Martha Griffiths of Michigan at the luncheon sponsored by the NALU committee of women underwriters, the national council meeting and convention business session, while in the evening there will be 38 company receptions and dinners, followed by the traditional president's reception and ball.

Friday morning there will be a fellowship "brunch," principal features of which will be the presentation of the John Newton Russell memorial award and the address of the new president of NALU, Albert C. Adams, general agent of John Hancock at Philadelphia.

### Of security...

### By security...

### And for security...

It takes a lot of salesmanship to make every sale of security, even though the demand is overwhelming! Here every contract is backed by Security . . . and that's when you really begin to sell for security.

(The address is Lincoln—not Gettysburg.)

—Ask E. A. Frerichs about a . . .  
"PLAN WITH SECURITY"

THE

SECURITY MUTUAL LIFE  
INSURANCE COMPANY  
LINCOLN, NEBRASKA



# MDRT Qualifiers Sell Like Others

(CONTINUED FROM PAGE 3)

the fact still holds that better than 75% of the earnings of our members come from personal life insurance sales and about 10% from business life insurance, approximately 10% of income flowing from employee benefit plans and the balance from salaries, fees or miscellaneous coverages.

"We cannot tell you just what it is that makes for a composite million dollar producer but we do know that they come from all walks of life and that there are extremes. This year, for instance, we had one new member who qualified during his first year in the business, at age 22, another who qualified for his seventh consecutive year at age 29, and at least two who continued to qualify at age 79.

"Some are tall and thin and others are short and fat. Others are college graduates with several different degrees, while still others had only a few years of schooling and never reached high school. All of them, however, we believe, have a positive mental attitude and a determination to succeed in this business. They usually have a track to run on and a set work procedure which they follow.

"We who have been in the round table for a number of years have come to appreciate the fact that an individual can be smart, well-educated, with an excellent personality—he may be good-looking and have integrity and excellent contacts—all of these of course are important, but they are meaningless unless the individual is willing to personally pay the full price of success."

Mr. Goldman commented that MDRT membership has doubled approximately twice in the last 10 years. He pointed out that of the 2,438 members in the 1957 round table, a total of 2,087 definitely established that they had in 1956 paid for a million dollars or more of life insurance according to MDRT rules. There were 663 first-time qualifiers, almost equal to the total membership of 10 years ago.

## Mutual Of New York Dinner

Hosts at the Mutual of New York dinner Thursday night in Statler hotel are Stanton G. Hale, vice-president for sales; James B. McAfee, 2nd vice-president for sales; Joseph J. Melly Jr., director of brokerage sales, and Edward E. Waller, central region vice-president for sales.

## Indianapolis Life Hosts

Arnold Berg, agency vice-president, and Doyle Zaring, manager of agencies, are hosts for the Indianapolis Life dinner Thursday night at Fort Shelby hotel.

Robert Mueller, agency director -eastern states, is host at Washington National's dinner Thursday night at Statler hotel.

## From Ohio National Life

Ohio National Life's home office is represented at the convention by B. E. Hopton, agency secretary.

Robert C. Webb, director of agencies in the midwest division, is here for the home office of Union Mutual.

## List Company Men At NALU Meeting

Ralph J. Walker, vice-president of Pacific Mutual, is representing the home office at the convention.

Representing Ohio State Life's home office at the convention are Frank L. Barnes, 1st vice-president; Howard W. Kraft, vice-president and director of agencies, and Frank Carter, director of field training.

Here from the home office of Manufacturers Life are K. G. McNab, vice-president and chief agency officer; T. H. Neville, agency vice-president, and N. T. Sheppard, agency superintendent.

C. S. Gay, agency secretary of Life & Casualty of Tennessee, is representing the home office at the convention.

Representing the home office of State Life of Indiana at the convention is Edward A. Krueger, conservation supervisor.

Max S. Bell, vice-president of Continental American Life, and Patrick H. Yeoman, superintendent of agencies, are attending the convention from the home office.



# GREETINGS TO THE N.A.L.U. AT DETROIT

## FROM THE NEW YORK GENERAL AGENTS & MANAGERS

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## Top Reward Is Relying On Own Ability Instead Of Salary's 'False Security'

Tremendous enthusiasm for her work characterizes Valerie Kasurak, leading agent for Excelsior Life at Windsor, Ont., who addressed the annual banquet of Women's Quarter Million Dollar Round Table during the NALU meeting at Detroit.



Valerie Kasurak

There's nothing wrong with making money, she feels, but says that "if we wish to be a potent force in our community, if we wish to maintain a professional attitude, we should have as our primary attribute the desire to serve our fellow man without regard for financial reward."

By VALERIE KASURAK

Without a doubt the greatest compensation that we receive from being in this business or profession is the excitement that comes from giving up the false security of a salary and staking everything on our ability.

For me another important advantage is the flexibility of the working hours which make it possible for me to serve on many worthwhile organizations in my city. You couldn't do that in any other business without jeopardizing your income or your position. It is a source of great satisfaction to me to be able to work with organizations that look after those persons who may not have passed an insurance medical, or could not pay the insurance premiums or just did not have the forethought to avail themselves of the benefits of life insurance. It is most gratifying to be able to do some good for which you receive no commission.

The number of hours that we

give to the life insurance business is dependent to a large degree on our ability to produce plus our personal financial need. Since this is the case, many in our business have enjoyed a 4-day week long before it became a national employment issue. Then there are those of us who don't want it. But it's worth listing as an extra dividend.

Whether you're on a 4-day week or a 7-day week, did you ever stop to consider and assess the broad experience and liberal education that the life underwriter receives through his daily contact with many different people in the greatly diversified businesses and professions? Most of my life I have lived in Windsor, but it is only since my association with the life insurance business that I have had an opportunity to learn something about the automotive industry, about the feeder plants, about tool and die making, about decentralization, about small businesses and important professions. The life insurance business is responsible for my really knowing my community and my meeting and respecting the many wonderful people who make up the city of Windsor. This alone is a rich experience that endows us with a broader outlook and a deeper understanding. Why, at this rate by the time I am 65 I may be called "A wise, old woman."

### Not A Sentimentalist

I am not a sentimentalist, but I can't overlook the compensation that I receive from the fond and tender attachment of the hundreds of children of my many policyholders. I won't take time to develop this but I will say that the compensation is threefold: (1) It makes an old spinster like myself very happy to have "little darlings" climb all over me when I call on their fathers; (2) these "little dar-



William King, left, Fidelity Mutual, St. Louis, a candidate for trustee of NALU, is shown at the annual meeting in Detroit with Mrs. King and Ralph W. Fischer, Northwestern Mutual Life, Los Angeles. Mr. Fischer is president of the Los Angeles association.

lings" remove competition for me in that home faster than any well-rehearsed sales technique, (3) these same "little darlings" will some day be my policyholders. These policyholders I am happy to inherit—but others, I choose.

How lucky we are to be in a business which permits us to choose our clients. You and I can call on anybody and everybody in our community. We may not sell all of them but we have a message for every one of them. For me this is one of the great advantages of our business. To be able to call on Mr. Prospect, president or executive of XYZ Co. Because I work by appointment, Mr. Prospect has invited me to his home this evening. I will meet his charming wife, whom I always wanted to meet. He will tell me how he became a success. He might even buy a policy from me and then for years to come look to me for insurance advice and expect me to

call at his home regularly. Just think—all this and commissions too!

And when two or three of the city's top agents are competing for this same Mr. Prospect's business and I come out with the application; well, no amount of commission can substitute for the tremendous thrill of winning in a tough race.

These are but a few of the rewards of this wonderful business of ours. Time does not permit me to discuss others. May I conclude by simply saying that I think that the life insurance business is "the greatest." It has provided me with comforts that only a well-to-do husband could have given me. It has given me a host of new and wonderful friends. And if on occasion I am not successful in selling that policy, I have the satisfaction of knowing that I am losing out to the finest bunch of men and women in the life insurance business.



A quintet from the nation's capital at the NALU meeting in Detroit, are, left to right, Vern Zimmerman, Acacia Mutual Life; H. Cochran Fisher, Aetna; Thelma R. Davenport, Northwestern Mutual Life, chairman of NALU Women's Underwriters; Joseph Baldwin, Northwestern Mutual, and C. Carney Smith, Mutual Benefit Life.

### From Southwestern Life

R. R. Davenport, vice-president and agency director, and J. Carlton Smith, educational director, are representing Southwestern Life's home office at the convention.

### Berkshire Representatives

Berkshire Life's home office is represented at the convention by George D. Covell, agency vice-president, and Ralph H. Patton, assistant superintendent of agencies.

### Northwestern National Host

E. P. Balkema, manager of agencies of Northwestern National, is host at the company dinner Thursday night in Detroit Leland hotel.

Alice Carton, home office underwriter of Jefferson National, is representing the home office at the convention.



"My husband is enthusiasm personified since his agency began selling Combined accident and health insurance. What an amazing difference his new interest has made in our home life."



"I never realized that a Combined Package Plan could do so much for a general agent. With the specialized training and merchandising help Combined has given me, I'm on my way to success beyond my fondest dreams."



"I want to acknowledge the nice checks you sent me after my accident. I am very grateful to you and appreciate your prompt service. I shall always praise your policy and Company."

## Typical of the happy people associated with the Combined Group of Companies

A look at the brief history of the Combined Group of Companies shows that our program of motivating people to success has already brought happiness into thousands of lives. Many general agents and sub-agents looking for a bright future in the accident and health field liked what they saw in the Combined program. They are now specializing in the sale of Combined's profitable and attractive Package Plans. Today, the Parent Company, Combined Insurance Company of America, is the second largest exclusive accident and health

insurer in the world. The Combined family is represented in all 48 states, Hawaii and in 2 Canadian provinces, Ontario and Quebec. Our rating with Best's Insurance Reports is A+ (Excellent).

If you would like to become associated with the successful people in the Combined Group of Companies, or learn more about our organization, write to Combined Insurance Company of America, 5316 Sheridan Road, Chicago 40, Illinois, Dept. A.

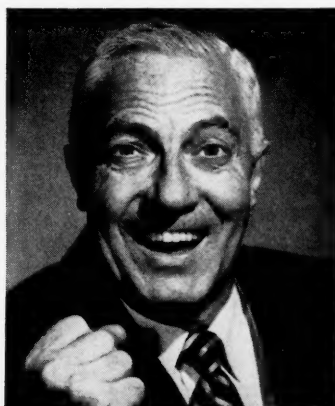
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"The life of a sub-agent can be a very happy one, as we discovered with Combined. We have a better income, a beautiful home and an unlimited future."



"I'm sitting comfortably with the wonderful vested renewal check I get each month from Combined. I'm glad I was on Combined's sales team."



"I'm so proud of my Dad. Since he has been with Combined he has become one of the leading insurance agents in the state. Boy, can my Dad sell!"





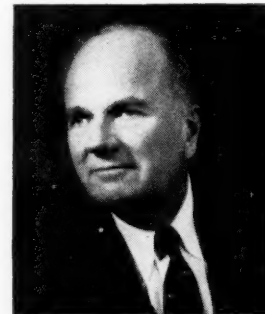
"... to continue our constant and unremitting effort to discover ways and means to increase the purchasing power of the life insurance dollar..."



Philip Burnet  
President 1907-1932



Adolph A. Rydgren  
President 1932-1949

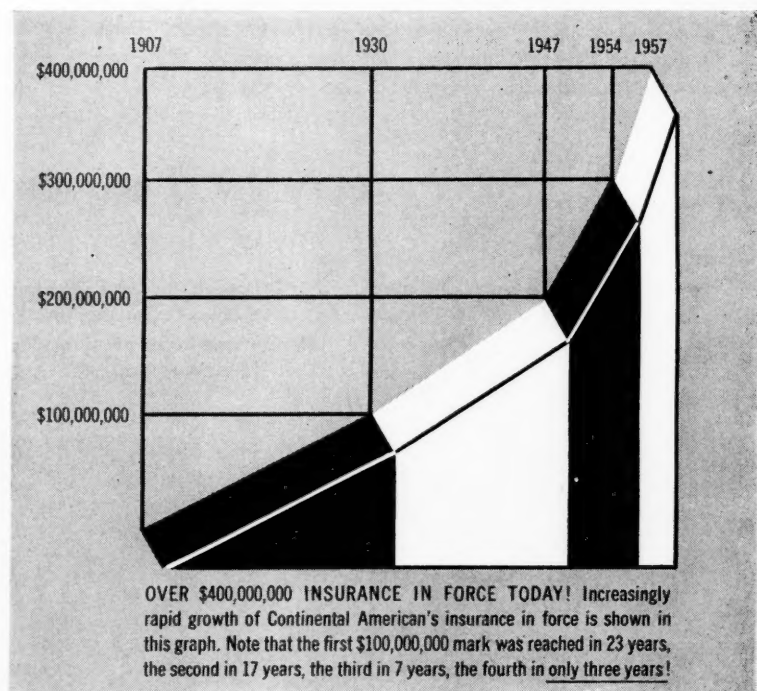


Dr. Claude L. Benner  
President 1949-

These words of the late Philip Burnet, founder and first president of Continental American Life Insurance Company, express the basic philosophy that has guided the company for half a century. Adopted when Continental American was incorporated on June 6, 1907, it is a philosophy from which the company management has never departed.

Under the leadership of its three presidents, Mr. Burnet, Adolph A. Rydgren and Dr. Claude L. Benner, the company's efforts to stretch the protection power of the premium dollar have resulted in bringing more adequate life insurance within the reach of millions.

Today, the most dramatic proof of the soundness of Continental American's basic philosophy is in the growth of insurance in force. In the past three years the company added another hundred million dollars to bring its total insurance in force to more than \$400,000,000—a tangible tribute to the vision and soundness of Continental American's leaders.



*Continental American*

LIFE INSURANCE COMPANY  
WILMINGTON, DELAWARE

Originators of the Family Income Policy